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University of Detroit

Sales Management

THE MAGAZINE OF MARKETING



GUY GILLETTE

"Too many cash customers are still on the ground"—Capital's J. W. Austin. See p. 37

In This Issue • Women on the Sales Force:
Why We Like 'Em • Traits That Make Salesmen
Welcome at General Electric • TV for Kids



scot Bldg.

5 1950

FIFTY CENTS

OCT 1 1950



It is easy enough to fill a building magazine with pictures and plans.

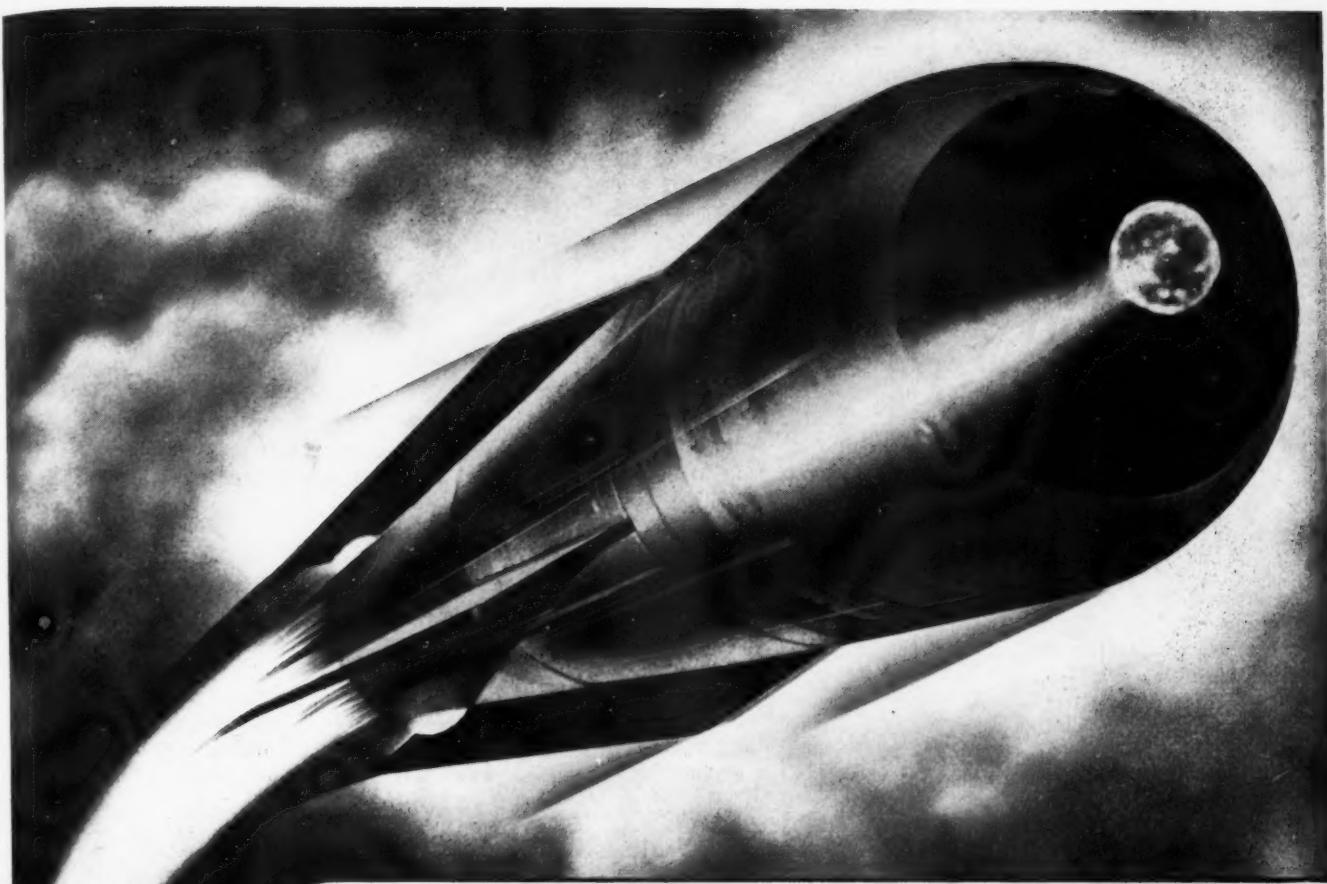
A publisher has to do something more. He has to be a living guide, a daily counselor, a practical solver of problems, to his readers. This explains the peculiar and priceless hold

practical builder has on its readers. And, in the same swift breath, it explains why more and more "choosy" advertisers find profit and prestige in its pages. In short:

When you're in PB, you're in!

...of the light construction industry





GUIDED BY PREFERENCE INTO 700,000 NEW YORK HOMES

The Journal-American offers advertisers a direct approach for more sales to more New York families

IF your aim is to move more merchandise into more New York homes, advertise in the one evening newspaper that reaches more New York families . . . outdistancing competition by an overwhelming margin.

In the Journal-American your sales message is guided into the homes and buying plans of more than 700,000 New York families every evening . . . guided by choice alone.

No one is ever "sold" a newspaper in New York. There is no city-wide home

delivery under metropolitan newspaper management. The reading choice of these 700,000 families is voluntary . . . guided solely by their preference for the brand of reading entertainment the Journal-American provides.

This brand-preference for one newspaper, clearly demonstrated at New York newsstands, will direct the brand preference of thousands of New York families to your products through the advertising columns of the Journal-American.

Journal NEW YORK **American**

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

OCTOBER 1, 1950



Playing hard to get? Who's playing?

Not **HOUSE BEAUTIFUL**! Consumer demand for H. B. has had us up a tree for 7 years now. Although total circulation has increased 87.9% since 1943, demand continues to exceed supply.

Newsdealers report **HOUSE BEAUTIFUL** a sell-out in 48 to 72 hours. The list of consumers waiting for **HOUSE BEAUTIFUL** subscriptions overflows our filing cabinets—even today.

Yet not once since 1943 has **HOUSE BEAUTIFUL** made an all-out consumer pitch for new subscriptions!

We're forced to play hard-to-get with our readers. But we're still playing ball with our advertisers. That's why our backlog of subscription and newsstand demand will be taken care of consistent with our desire to add only those reader families who will maintain the highly profitable market advertisers are accustomed to finding through the pages of **HOUSE BEAUTIFUL**.

House Beautiful

the magazine that sells both sides of the counter

Sales Management

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**Industrial
Equipment News
helps you reach
BOTH your industrial markets**

1. THE MARKET YOU ALREADY KNOW
2. THE MARKET YOU'D LIKE TO KNOW

You reach your known *and* your unknown market when you place your advertising story before the 61,347 operating, engineering and production men in all industries who depend on IEN for product news and information.

Industrial Equipment News is distributed to the more active plants in 26 major industries and to a limited number of governmental agencies and consulting engineers. Every potential market for industrial equipment, parts, and materials is covered by this rigidly controlled circulation plan.

Standard one-ninth page units in Industrial Equipment News (costing only \$125) enable you to reach the right men in your primary market and the very people in all other industries who are on the alert for products to adapt to their own use.

For complete information on the tremendous markets reached by Industrial Equipment News, send for the new edition of The IEN Plan, just off the press.

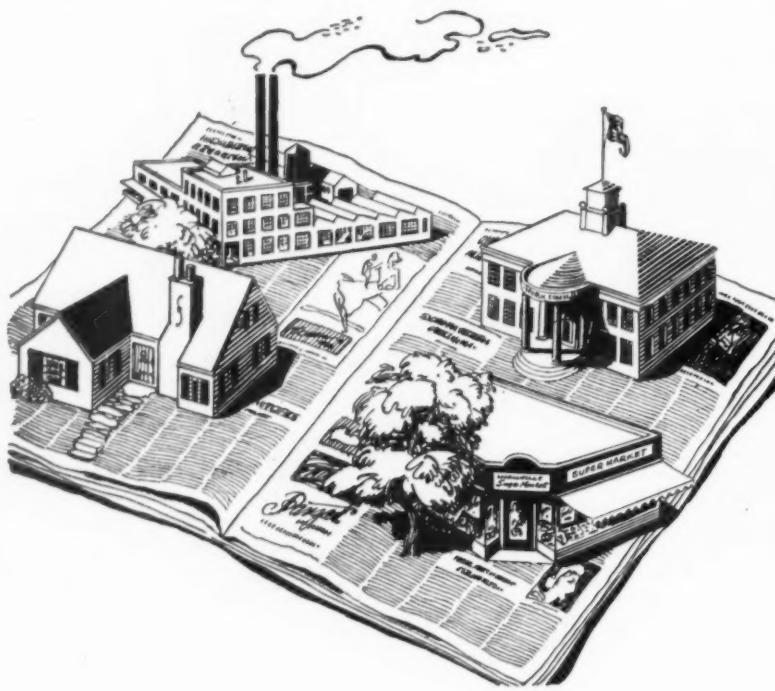
**Good for Selling because Used for
Buying**

CEA

**INDUSTRIAL
EQUIPMENT
NEWS**

THOMAS PUBLISHING COMPANY

461 Eighth Ave., New York 1, N. Y.



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Published by Sales Management, Inc., Publication office, 34 North Crystal Street, East Stroudsburg, Pa.; Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y.; Telephone Lexington 2-1760. Branch Advertising Offices: Chicago 1, 333 North Michigan Avenue; Telephone State 2-1246; C. E. Lovejoy, Jr., Vice-President; W. J. Carmichael, Western Advertising Sales Manager, and—Santa Barbara, California, 15 East de La Guerra; Warwick S. Carpenter, Pacific Advertising Sales Manager. Subscription price \$8.00 a year, Canada, \$9.00. Foreign, \$10.00. Member Audit Bureau of Circulations, Associated Business Papers.

SALES MANAGEMENT with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November, when it is published on the first, tenth and twentieth; copyright October 1, 1950, by Sales Management Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. Address mail to New York office.

October 1, 1950 Volume 65 No. 7

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO
 BOSTON • SYRACUSE • PHILADELPHIA



SALES MANAGEMENT



"In reply to your ad in The Star..."

IN Washington, D. C., a typical day's classified advertising in The Washington Star brings the kind of mail response you see above. In addition, thousands of Washingtonians meet, through Star classified ads, by phone or in person.

Buyers and sellers, employers and applicants, landlords and tenants, businessmen and investors . . . all turn *first* to The Star for classified advertising results. For the first 6 months of 1950, Star classified advertising (3,711,905 lines) was nearly

double that of the next Washington paper.

In reply to *your* advertising in The Star, you can also expect results . . . because The Star delivers *more* people with purchasing power in this top-quality market.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by: O'Mara and Ormsbee, Inc., 420 Lexington Ave., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising, ANPA, Metropolitan Group, Audit Bureau of Circulation.

THE EVENING STAR BROADCASTING COMPANY OWNS AND OPERATES STATIONS WMAL, WMAL-FM, AND WMAL-TV

OCTOBER 1, 1950

Heres Your Big WESTERN STATES FARM PACKAGE



The New Pacific Northwest **FARM QUAD**

**PACIFIC NORTHWEST FARM TRIO
WITH THE UTAH FARMER ADDED**

Now, One Big, Easy-To-Buy Package Gives You Top Coverage

Of Four Great Western Farm States! Here's your answer to more farm sales—the Pacific Northwest Farm Quad. The Washington Farmer, The Oregon Farmer, The Idaho Farmer and The Utah Farmer together form one big, easy-to-buy farm magazine package that covers nearly 80% of more than 200,000 top quality farms in a four-state farm market where farm income consistently tops the U. S. farm average.

This big four-state western farm region merits your hardest-hitting sales and advertising efforts. It's an area rich in sales potential, with consistently high buying power and consistently active demand for consumer goods, from modern farm equipment to household conveniences and personal necessities.

Your most effective and easiest to buy sales medium in this outstanding farm market is the Pacific Northwest Farm Quad. Believed in and relied upon by the prosperous farm residents of Washington, Oregon, Idaho and Utah, these home-state farm magazines have the coverage, penetration and influence that produces results.

ADVERTISING REPRESENTATIVES:

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

Easy to Buy!

Just one order—one rate—one plate—one check. One big, easy-to-buy circulation package that gives you dominant coverage of a great four-state farm market where average cash income per farm exceeds the U. S. farm average by 34%.



The Human Side

"IF YOU WANT TO READ FASTER . . ."

How'd you like to move a mountain—a mountain of vital material, books, reports, extra-curricular stuff you've got to get through? Has it been stacking up on your desk like planes over La Guardia on a foggy night? Well, you're not the first busy executive who's wished either for four pairs of eyes or 48-hours in a day. But did you ever stop to think that if you could *read* faster you wouldn't need either?

Chicopee Manufacturing Corporation, a subsidiary of Johnson & Johnson, had a contingent of executives with the heavy-heavy-reading-material problem; not hanging over their heads, but lurking on their desks. Chicopee realized that unless these men were able to do vital outside reading and assimilate the reports which passed over their desks, much motion was going to be wasted. So it sent its executives, en masse, to an organization which has been having success in teaching people how to read all over again—Speed Reading Institute. So far as we know it is the first such course to be taken, and completed, within private industry in the Metropolitan New York area. And now everyone is happy—Chicopee, Speed Reading and the Chicopee executives. For after taking the course these executives are reading 62 percent faster, and they had only eight hours of instruction each! Furthermore, by tests, it has been proved that the men are assimilating more of what they read, and *retaining* more.

We went up to see Mr. Jack Yourman, director of Speed Reading Institute and asked him what ingredients he mixed into such a course to produce such palatable re-

sults. We begged Mr. Y. to pretend that we were coming to him to step up our reading pace: What would he do with us? Would he use machines, for instance?

We learned, immediately and in strong language, that Mr. Yourman does not believe in machines to increase one's reading aptitude. "Machines," says he, "can only increase the eye span—purely a mechanical process. They do not increase retention, they do nothing to correct bad reading habits. It's like putting the cart before the horse."

No, Mr. Yourman hasn't a machine in the house. He relies on the Institute's own trained psychologists and a scientific approach. The pupil is first given written material, the sort of material which he would logically be handling in his work or reading for pleasure. He is asked to read it at his normal rate of speed. Then he's checked for his comprehension of what he has read. Next comes a standardized test to check vocabulary. (Some executives, Yourman finds, have come up so fast that their vocabularies haven't kept pace. You can't read properly, adds Mr. Y., unless you *understand* most of the words you're reading.)

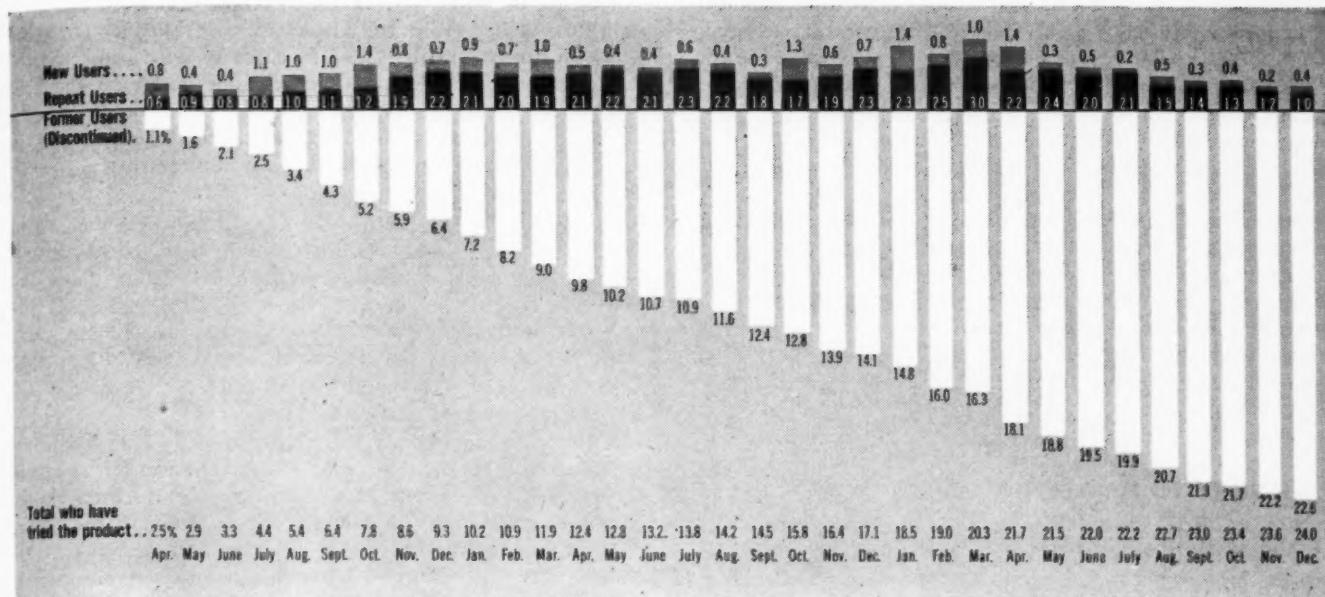
Then, because many people read poorly and assimilate too little because of faulty vision—of which they may not even be aware—an extensive eye test is given. After that: a personal interview to discover what the pupil reads when left to his own devices, how much he reads and if he *likes* to read. Executives have come to Mr. Yourman and wailed, "I take stuff home to read and next day I can't remember a damned thing I've been through."

As often as not, Mr. Y. says, the man is reading at home under conditions which would require the concentration of Euclid. The radio is going, the kids are interrupting, the neighbor comes in to talk about Japanese beetles, the wife is on the phone. And, as often as not, the man is attempting to read while thinking about an interview for the next day, or a phone call he must make as soon as the little woman gets off the line. Mr. Yourman's suggestion to executives with such problems is this: First, do *all* the errands you must do. Make the phone calls, finish thinking out a problem you're chewing over. Then go up to the bathroom, if necessary, and read without interruption. You'll be finished in half the time, just because you're not wasting motion, and still be able to enjoy the family—or at least cope with them.

But Mr. Yourman is quick to point out that it isn't *how fast* you read, but how much you *retain* of what you do read. For that reason, part of the course which Speed Reading gives is devoted to teaching what is valuable to retain since obviously you can't retain everything. Nor



THEY NEVER KNEW . . . these executives, how much they could read or how fast. Not until they took a special course from Speed Reading. They even assimilate the stuff!



New product... excellent sales...

but . . .

It looked like success for Company "A": a newcomer to the field, with a product genuinely new . . . promising new benefits to users. A competent job of initial promotion. Fine dealer co-operation. Immediate, active consumer acceptance, with a steadily rising volume of sales.

It looked like a problem for Company "B": a big, established name in the field, just then developing a similar new product. Here was its market threatened, its regular products facing added competition, its new product likely to become a feeble echo . . .

But Company "B" had a means of learning what was happening *behind the scenes*, a private view of the *consumer* market. With this unusual resource, Company "B" could measure the competitor's performance *exactly* and see what the rising sales curve did *not* show.

It was this: Buyers of the new product were not going back for more. With this

information, Company "B" was quickly able to find out *why* there were not more repeat sales. Further research showed a vital flaw in Company "A's" new product . . . showed what the flaw was.

Company "B" avoided this flaw in its own product and was in a position to sweep the field. Company "A's" product was practically off the market in three years.

In this case, where the evidence of sales totals was dramatically misleading, the *complete* market picture was worth thousands of dollars to a user of the J. Walter Thompson Consumer Panel.

To guide advertising and sales, the Panel answers specifically: **Who is buying? What brands? How many customers repeat? Why? When? Where?** This is not a one-time survey. The information is like a continuous motion picture. You can watch *trends*. You know the share of consumer market supplied by each competitor ... which one is gaining ... which losing ...

For known problems, JWT Panel studies suggest answers. Even more important, they reveal new problems and opportunities *as they occur*.

The Panel is available to one manufacturer in each product field. It is only one

33-month pattern of *consumer* use of Company "A's" new product. Above horizontal line are new and repeat users each month—*below* is the cumulative total of *users who discontinued*. In 24 months this product gained 4% of the total market, and another 16% had tried it and *failed to repeat*.

lines around the world.

1. **The base** is a representative cross-section of the whole United States, covering all family types and all marketing areas. Regional, income and age groups can be studied individually.
2. **The monthly reports** from these families are based not on opinion, not on memory . . . but on actual purchases recorded in a daily diary.
3. **Every purchase** (of the products under study) is put down, and the *place* of purchase shown . . . including major chains, syndicate stores, house-to-house, co-operatives, etc.
4. **Reports also show** purchases of competitive products, relative importance of product *uses*, degree of brand *loyalty*.
5. **Because the results** are a *continuous* record of the buying habits of the *same* families, they can be analyzed as case histories . . . which mirror accurately the facts on repeat sales, results from deals and premiums, etc.

would you want to. And you should, to read properly, read different kinds of materials in different ways. In fiction, for example, it is not necessary to read every word. Often a paragraph will have one or two key words. Grasp those, learn to recognize such words, and you have grasped the paragraph. For long-winded and technical reports an altogether different technique should be used.

A typical example of the kind of reading jobs which executives at Chicopee have to do—to cheer *you* up—is illustrated by a chief engineer in the New Products Division. He was responsible for going through 60 magazines periodically, to glean ideas for possible development by the company. Speed Reading taught him to “skim” for what he wanted, in a fraction of the time he had previously taken.

"A-HOOEY-TO-HOOEY"

We're not hurling the cynic's ban: Our caption is the nearest we can get to the sound everyone knows and loves—a train whistle, soft and nostalgic. Who hasn't heard it? Who hasn't used it as seven-league-boots for his imagination? And thanks to the Nathan Manufacturing Co., a venerable manufacturing outfit in New York City, which dates back to 1864, the beloved train whistles of your youth are back—and Diesels have got 'em.

Believe it or not, railroads all over the country have

been getting mad letters from people living along their right-of-ways. With the advent of the Diesel engine the “steam train whistle” was threatened with annihilation. For they didn't “fit” on Diesels. No one gave the new “siren,” invented for the Diesels, a second thought. Progress is progress, and the steam whistle was about to join the old automobile klaxon as a museum piece.

But Diesel manufacturers and railroads reckoned without America's sentimentality. Suddenly those letters started coming in: “For heaven's sakes, let us have our old train whistles back. Those honking geese on the Diesels don't even *sound* like trains!” . . . “Please, can't you put a steam whistle on the new Diesel engine that passes our farm every night about ten?”

The railroads—many of them, anyway—decided that if the people want steam whistles on Diesels, let 'em have steam whistles. So the Nathan people put on their thinking caps. And now Diesels are racing through the night, hooting away like any engine of the 1900-period. It's all done with the Nathan AirChime: modern in design, powerful as all get-out, riding high on the cab of the engine where it can not only be heard but *seen*. Unless you looked out the window you'd swear old '97 was blasting away.

And as one seven-year-old wrote a certain railroad: “Thank you for taking a old whistle off a old train and puttin' it on the new one. I like the old one better.”



THERE'S A REASON for the diversified, season-proof sales volume in Newark, New Jersey: Corporate Newark is now largely the business and industrial “district” of a close-knit group of 29 city zone communities . . . more than a MILLION PEOPLE (1950) in a 12 mile diameter! One paper, and only one, dominates America's 11th cluster of customers, the

NEWARK NEWS
Evening and Sunday
NEWARK 1, NEW JERSEY



their
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new
ight.
ut to

with-
letters
our
the
can't
that

that
have
think-
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sign,
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oad:
and

telegram is a message sent by **telegraph**



**but *Telegram*
is a newspaper**

It makes a great deal of difference in the meaning whether you write *telegram* or *Telegram*. The first is something the second receives all day long.

In the same way, it makes a difference whether you write and print Coke with a capital "C." The use of a lower-case initial changes the meaning completely.

For Coke is the friendly, popular abbreviation for Coca-Cola. As such, it is a proper name. Correct usage calls for the upper-case "C" always.

Also, Coke is a registered trade-mark. Good practice requires that the owner of a trade-mark must protect

it diligently. That's another reason why we ask your continued cooperation in the use of the capital "C" when you have occasion to refer to Coke or Coca-Cola in your columns.

*Ask for it either way
... both trade-marks
mean the same thing.*



THE COCA-COLA COMPANY

Chilton Company Believes in Good Publishing



*Chilton Publications
are leaders in their
respective fields*

We, at Chilton, believe in . . .

PAID CIRCULATION when it is accompanied by these features: *High Renewal Percentages* indicating a real desire for and interest in a publication. *Short-term subscriptions* indicating continued, uninterrupted reader-interest. *Quality Control* through selection by rigid regulation of the best and most valuable subscribers.

MODERN CONTROLLED CIRCULATION when it is directed to *daily corrected lists* to reach exactly the type of *quality* readers advertisers want to cover. In some fields—railroad and truck fleet, for example—there are important executives buying thousands upon thousands of dollars' worth of equipment, parts, and supplies who, because of organization rules, may not write a requisition for a box of candy or a magazine subscription. Yet these executives are all-important to advertisers. How can they be reached? *Through Modern Controlled Circulation!*

EDITORIAL QUALITY—paramount with any publication, regardless of its circulation policy, and inherent in *every* Chilton magazine. Chilton editors are

leaders in their fields. And Chilton correspondents cover the world while the Chilton Washington News Bureau keeps its fingers on the pulse of the Nation.

PROVED READERSHIP—proved by the studies of outside agencies and by the continuing readership surveys of individual editors made for their own guidance. Such studies and surveys guide Chilton editors in their work . . . function as reliable barometers of reader interest. Chilton editors never neglect their reader contacts—they *know* their magazines are of interest to their subscribers, *know* they are being read.

SERVICES FOR THE INDUSTRIES, BUSINESSES, PROFESSIONS WE REACH. And service for their advertising agencies. Chilton was the pioneer of such services: Research Departments, Direct Mail Divisions, Reader Service Departments, and published services all add up to definite advantages for those with whom we do, or hope to do, business. "CHILTON SERVICE" is famous for its friendly cooperation and valuable assistance.

CHILTON COMPANY (Inc.)

Chestnut and 56th Streets 100 East 42nd Street
Philadelphia 39, Pa. New York 17, N. Y.



THE IRON AGE serves the richest division of the industrial field—the metal working industry.

HARDWARE AGE, the leader in the field of hardware distribution.

HARDWARE WORLD, providing blanket coverage of the retail and wholesale hardware trade in the eleven Western States.

DEPARTMENT STORE ECONOMIST reaches more key department store people than any other business publication.

BOOT AND SHOE RECORDER, the authoritative publication of the shoe business.

THE OPTICAL JOURNAL and REVIEW of OPTOMETRY, the outstanding publication serving the optometric profession and optical industry.

THE JEWELERS CIRCULAR-KEYSTONE, the recognized leader and authority of the jewelry trade.

AUTOMOTIVE INDUSTRIES, the automotive industrial news authority in automotive and aircraft manufacturing plants.

COMMERCIAL CAR JOURNAL, reaching the greatest number of fleet operators, and members of the truck trade.

MOTOR AGE covers all automotive service and maintenance problems.

THE SPECTATOR LIFE INSURANCE IN ACTION, most quoted life insurance publication.

THE SPECTATOR PROPERTY INSURANCE REVIEW, the magazine of influence among fire and casualty companies and their agents.

DISTRIBUTION AGE, the magazine that integrates all phases of distribution.

Check & Recheck . . . then DOUBLECHECK the FACTS . . .

No. 3

"We have all forgotten more than we remember" . . .
SCOTCH PROVERB

Of special interest to
MANAGEMENT EXECUTIVES

A virtually unduplicated market where personal incomes total \$5 billion is ready to be tapped with great economy by every company engaged in selling quality products for use either in the factory or the home—or in both.

Your sales and advertising managers, as well as your advertising agency, have available all the facts and figures which prove the

Unique Position

of the country's most unusual medium for quality advertising.

In these mercurial times, a sound selling strategy requires pin-point review every so often.

Of special interest to
SALES & ADVERTISING MANAGERS . . . and . . . AGENCY EXECUTIVES

Here are some facts which prove beyond the shadow of a doubt that there is a market of more than 350,000 substantial and well-to-do families among the richest in the country—covered by one magazine with practically no duplication—

U.S. News & World Report

A report recently made by The
Retail Credit Company shows:



332,850 Families

or 95.1% of 350,000 guaranteed



262,150 Families

or 74.9% of 350,000 guaranteed



133,700 Families

or 38.2% of 350,000 guaranteed

Average "USN&WR" Family Income: \$13,557
(Average Family Income—Entire U. S.: \$4,018)

Median "USN&WR" Family Income: \$7,933
(Median Family Income—Entire U. S.: \$3,320)

There are several indices other than incomes that indicate the high economic status of subscribers to U.S. NEWS & WORLD REPORT.

For example:

209,300 hold stock	(average, \$37,626)
45,500 own corporation bonds	(average, \$14,258)
253,750 hold government bonds	(average, \$10,118)
115,500 own income producing property	(average, \$34,176)
315,000 carry life insurance	(average policy, \$26,003) (U. S. average, \$2,391)

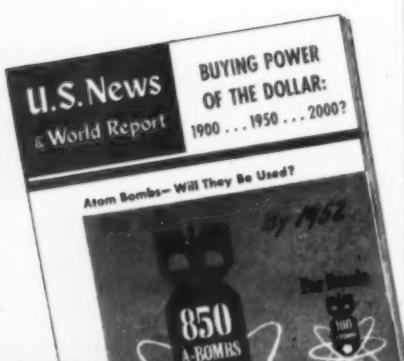
An important fact to have constantly in the forefront of one's mind is that advertisements appearing in

AMERICA'S Class

NEWS MAGAZINE

are put before an audience which is almost entirely non-duplicated

by any other news magazine
by any other management magazine
or by any combination of them



Note: Every advertising executive should have at his fingertips the three-way proof of USN&WR subscriber incomes. We will send immediately

on request three Income Studies, made independently of each other—with the results from all three paralleling each other closely.

U. S. News & World Report

WASHINGTON

★ USEFUL NEWS FOR IMPORTANT PEOPLE ★

★ Read for a purpose—by more than a million intelligent men and women in 350,000 homes ★

NEWS REEL



KREISER

EDWIN L. WIEGAND CO.:

The manufacturer of Chromalox electric heating units promotes C. F. Kreiser (left) from assistant to general sales manager, and W. J. Arnold (right), industrial applications, to industrial sales manager.



ARNOLD



MOORE

JOHN D. MOORE, who was formerly with the Campbell Soup Co., is named sales manager of the Company Plants Division of The Charles E. Hires Co.

GEORGE S. LAMSON, manager of the Automotive Replacement Division of the Thermoid Co., has been elected a vice-president by board of directors.



LAMSON



LEHMANN

GEORGE P. LEHMANN appointed general sales manager of the Plastics Divisions of Continental Can Co.; was with Plastics Division, General Electric Co.

E. P. JORDAN, district sales manager, has been appointed regional sales manager, Middle Western Region of A. B. Dick Co., replacing W. M. Hinton.



JORDAN



BROWN

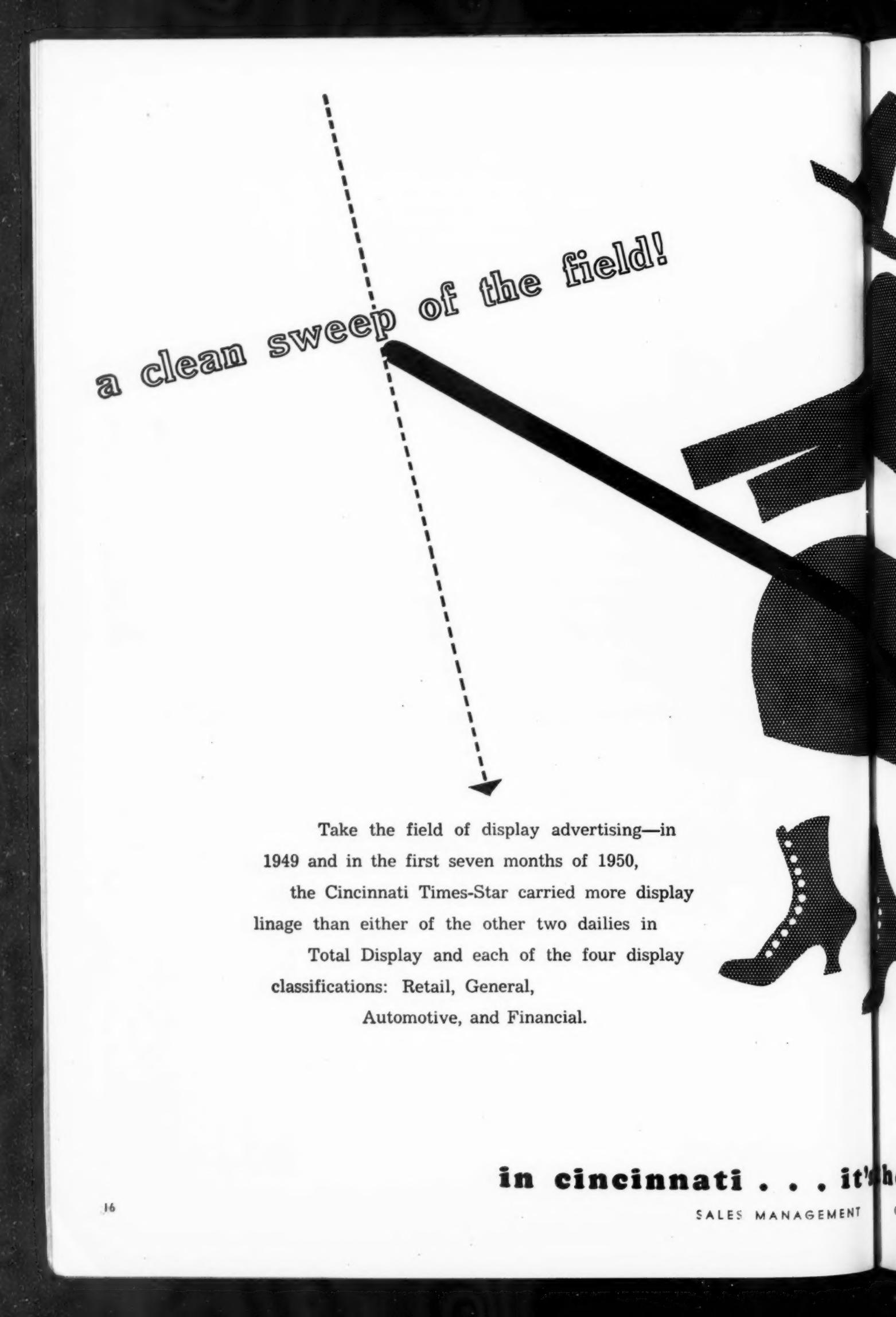
ROBERT B. BROWN, vice-president of the Bristol-Myers Co., has also been named president of the Bristol-Myers Products Division; joined in 1936.

ROBERT H. BURDSALL, appointed manager of market development and advertising, Russell, Burdsall & Ward Bolt and Nut Co., to integrate merchandising.



BURDSALL

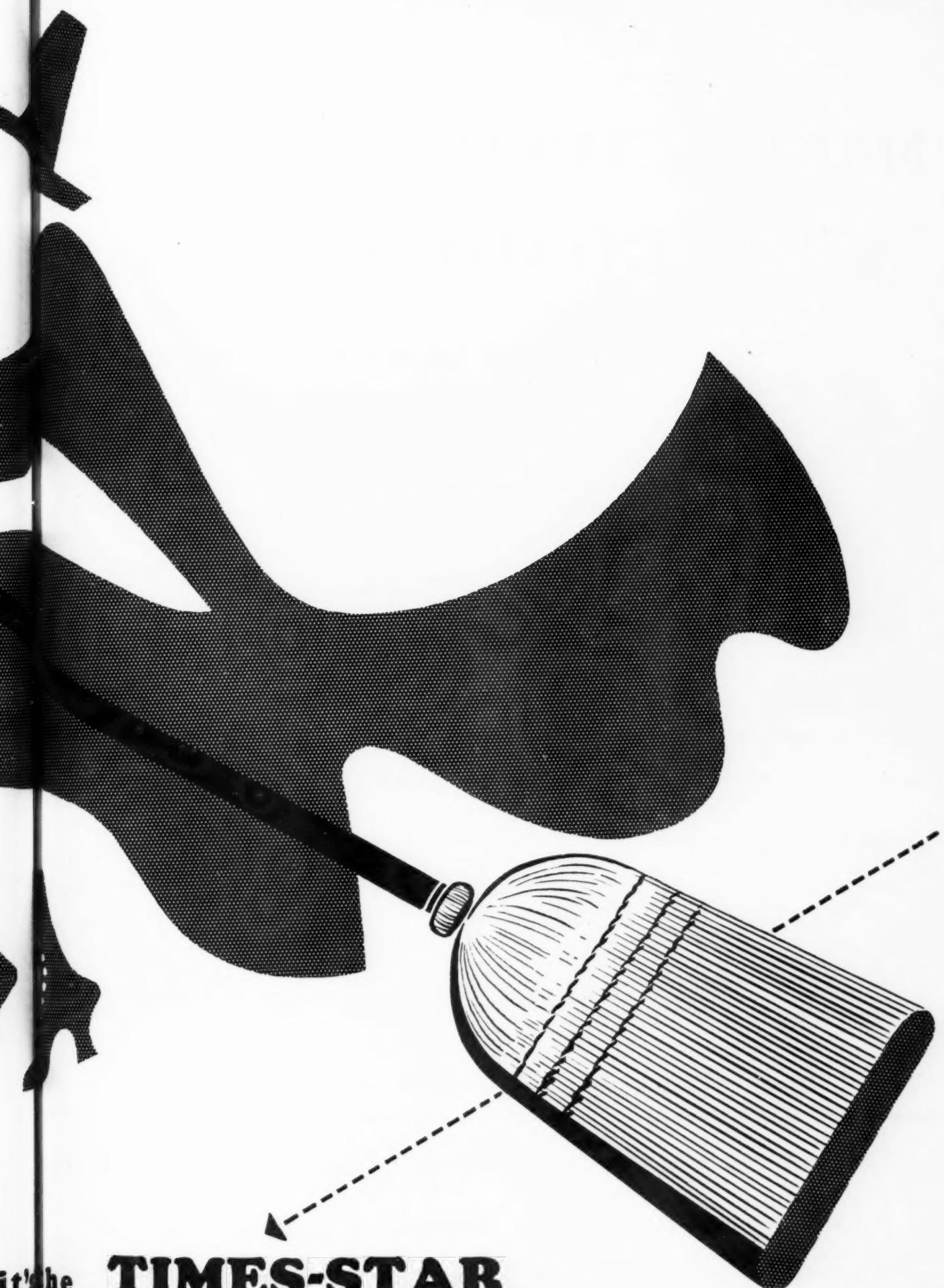
a clean sweep of the field!



Take the field of display advertising—in
1949 and in the first seven months of 1950,
the Cincinnati Times-Star carried more display
lineage than either of the other two dailies in
Total Display and each of the four display
classifications: Retail, General,
Automotive, and Financial.

in cincinnati . . . it's

SALES MANAGEMENT



it's the **TIMES-STAR**

ENT OCTOBER 1, 1950

17

MANUFACTURERS'

REPRESENTATIVES like inquiries

How DRAVO gets its representatives to PUSH its heater wagon . . .

When you speak of keeping ahead of "competition," you generally have in mind the firms that make, advertise and sell the same things you do.

But if you sell through Manufacturers' Representatives your normal type of competition is dwarfed in comparison with the scramble for *your* share of your M-R's time.

You can't command him; he's only indirectly on your payroll. But you can entice him—with batches of sound, honest INQUIRIES dropped on his desk. Such contributions influence his call-sheet for the day. Who wants to make cold-turkey calls when there are hot prospects waiting? Would *YOU*?

This method of winning the enthusiastic interest and cooperation of the Manufacturers' Representative has been consistently followed by

Dravo Corporation of Pittsburgh, in marketing the Dravo "Counterflo" Heater. Each year in the post-war period has seen a steady increase in the sales initiated by, and directly traceable to, the advertising inquiries that are consistently placed in the M-R's hands.

That's one way that properly planned industrial advertising can be made to pay off tangibly. It does *double* duty. It helps you to interest potential purchasers . . . and it helps to multiply your M-R's sales effort needed to turn these prospects into customers.

• *This message—one of a series by members of the National Industrial Advertisers Association—is published by SALES MANAGEMENT to create a wider understanding of industrial advertising and the contribution it is making to American industry.*



FREE—4 useful booklets for industrial executives

1. "How Industrial Advertising Meets the Demands of Top Management" and
2. "How Industrial Advertising Helps Make Sales"—Each describes 10 performance-facts reports from the advertising-sales records of such companies as E. I. du Pont de Nemours & Co., General Electric Company, Hercules Powder Company, Westinghouse Electric Corporation, Koppers Co., Inc., Standard Conveyor Co. Each tells how a sales situation was analyzed—how advertising was used in these situations, and what results were obtained.
3. "Copy That Clicks"—This is not just about advertising copy. Contains 20 examples that will give you a new viewpoint on advertising objectives; will help your advertising people do a better job.
4. "Mechanized Selling at Work"—Prepared for executives who would like to apply the same concrete, mathematical principles of efficient product production to the improved efficiency of order production.

Write to National Industrial Advertisers Association, 1776 Broadway, New York 19, N. Y. for these useful booklets. They're free.

airupons fine



REMEMBER...your products must be
'pushed' before you can 'pull' sales.

HOW DO YOU GET THESE SALES PRODUCING INQUIRIES?

Here are three ways. Each is good—but each is BETTER if you properly use them ALL.



PUBLICATION ADVERTISING, that gives the technical man facts about your product, encourages him to ask for more.



"PLANNED" DIRECT MAIL, on a regular schedule, carrying a coupon that makes it easy to say, "I want more information."



REAL PRODUCT PUBLICITY STORIES to run as features and in the "New Products" columns in industrial magazines.

INDUSTRIAL ADVERTISING COUNCIL OF PITTSBURGH



A CHAPTER OF THE NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

A national organization, comprised of 3,500 members of the 34 local associations of industrial advertising and sales executives—dedicated to greater efficiency in industrial distribution—and lower sales cost.

TOP
your catalog
GETS

READERSHIP

No other method of advertising has the terrific order power of a good catalog. It commands T-O-P readership at the very moment buying decisions are made. From cover to contents, your catalog should represent your strongest sales promotion effort.

Many of industry's TOP catalogs have Heinm Protecto-Process loose leaf covers. Protecto-Process cata-

log covers are "classics", having the beauty and durability that inspire frequent — and profitable — use of your catalog.

The Lamson and Sessions catalog pictured is only one of the many outstanding catalog covers produced by Heinm. Send us a copy of your present catalog and let us show how you can obtain T-O-P readership for your new catalog.

HEINM
MIAMI
ORIGINATORS OF THE *Loose-Leaf* SYSTEM OF CATALOGING



THE HEINM COMPANY
326 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN

The Scratch Pad

BY T. HARRY THOMPSON

If the war spreads, which God forbid, I'll use a headline I had been saving from the last one . . . for a firm that has won the Army-Navy burgee: "It flies through the air with the greatest of E's."

Frank Fonte thinks "rental office" is often a misprint of "dental office," where "they take your eye-teeth out."

The same correspondent thinks that getting into a lather on the telephone diagnoses as "hydraphonia."

Our old friend *Kasco Informant* sums it up this way: "A vacation consists of 2 weeks which are 2 short, after which you are 2 tired 2 return 2 work and 2 broke not 2."

Reader P. K. Thomajan failed to send us a reviewing-copy of his latest book, "The Custard Pie's Last Stand," so we can merely hint that it is a collection of old movie-subtitles from the Came-the-Dawn era of the silent flickers.

Shuron Optical's Helen Reynolds reports a cute headline by a competitor, Univis, addressed to oculists and optometrists: "Perfect Makes Practice, Too."

A frog made the headlines by thumbing his nose at modern civilization. Ah, yes; a frog he would es-chewing go.

It's often as easy to tell a phony as it is to telephone.

Headline on a current ad may have been inspired by our foreign policy: "Oceans of hot water."

Looks as though the only way to cut the enemy's threat is to cut his throat.

Junior is now pestering Pop to buy him a Geiger counter at the mail-order price of \$49.50.

Under another name, Formosa was the home of the Chosen people.

A full-page public-relations ad in the newspapers made G.E. sound like Generous Electric.

Cabbage should be a leading vegetable, considering its head-start.

A friend of mine has a marionette. He raised it from a puppet.

There's no place a coat-hanger or a paper napkin would rather be than on the floor.

Wonder how the President feels about "good old Uncle Joe" now?

HEADLINE PARADE

What a stepper! What a stopper! —*Ford Motor*.

Trouble never came in a more desirable package! —*The movie, "Born to be Bad."*

Hear without advertising your deafness.—*Acoustdicon*.

Great day for Great Danes.—*Pard*.

Congress, come to think of it, will also have to do some defense-mending.

Frank Faye might like to know that Sun Oil has a Mr. Rabbitt and a Mr. Harvey.

Because there's many a slip 'twix the cup and the lip, Jerry Colonna has insured his famous moustache for \$250,000.

Ambition of the Commies is to leave their Marx on the world.

In the "pursuit" of happiness, few ever catch up with it, so you're in good company, even when you're outdistanced.

The complete family newspaper

Considering how times have changed, this ad from the January 1871 issue of Harper's—although somewhat bumptious and owning a mustache - cup flavor—describes The Toledo Blade remarkably well today.

To be sure, The Blade is no longer a "quarto sheet." But it is still a "large" newspaper that today provides its readers with more "News from all parts of the World" than anyone would have dreamed possible eighty years ago.

Its content, too, has changed considerably since the day when it could be quaintly described as "choice original and selected Tales, Sketches, Poetry, Wit and Humor." But in one form or another, it still has its "Young Folks Department," its "Agricultural Department," its "Religious Department," even a weekly Poetry column.

For now, as in Petroleum V. Nasby's day, The Blade's first and foremost aim is to be "the most complete and perfect Family Newspaper published anywhere." Without attempting to be a newspaper of record, it still tries to provide all the news and information the best informed people in the world have a right to expect.

But now, again as in Nasby's day, The Blade doesn't believe that a Family Newspaper exists only to inform, entertain and edify its readers. It still thinks that a prime obligation of any newspaper anywhere is to expose "oppression, wrong and corruption wherever found."

Sometimes this seems more difficult to do in this complex age than it was in the simpler days of a century ago. Old evils take on strange and curious shapes in this modern world of big business, big unions, big government, and big powers. It takes a big newspaper to present the facts impartially and to comment on them freely and with courage.

Happily, The Blade has grown big through the years because it has never hesitated to oppose "oppression, wrong or corruption wherever found," and for more than a century has constantly sought to be "the most complete and perfect Family Newspaper published anywhere."

Nasby's Paper. THE TOLEDO BLADE.

A large quarto sheet, containing fifty-six columns filled with News from all parts of the World, choice original and selected Tales, Sketches, Poetry, Wit and Humor. Besides this, every number contains a Young Folks' Department, an Agricultural Department, a Religious Department, and a Commercial Department, all prepared expressly for the BLADE, rendering it the most complete and perfect Family Newspaper published anywhere.

The Nasby Letters!

These imimitable Letters are written expressly for the BLADE, and will be continued in its columns during the year. Oppression, wrong, and corruption, wherever found, are exposed by the trenchant pen of the great humorist. "The Nasby Letters," says a distinguished statesman, "have done more toward the correction of some of the great evils in our government, and the spread of sound political principles among the people, than all the speeches politicians ever made."

ORIGINAL STORIES.

The first week in March, 1871, we will commence the publication of a charming original story, written expressly for the BLADE, by one of the most popular writers in the country. The high reputation of the author warrants us in promising our readers a story of surpassing beauty and interest. Other stories by distinguished writers will be published during the year.

Remember that the BLADE is a truly National Newspaper—not a paper for either the East, the West, the North, or the South alone, but for The Whole Country.

TERMS.—Single Copies, \$2 per year; Clubs of \$1 75 each; Clubs of ten and over, \$1 75 each; and an extra copy to every person getting in.

! PAY! We pay
"us in lending."

TOLEDO BLADE



Remember—

If you want to sell Washington State, you've got to

**think
Twice
about
TACOMA**

50% of Washington State's business and population is within a 50-mile radius of Tacoma!

In the rich Tacoma market, The News Tribune's 70,500 metropolitan daily circulation overshadows all other papers. "Outside" dailies deliver less than half the recognized bare minimum coverage.

**The
TACOMA
News Tribune**

80,141 Circulation, A.B.C.



Paradox: It has paid its way since 1889, yet the Eiffel Tower is a Paris sight.

Murder by motorcar is the Vice of America.

Announcers who scream the commercials are too radioactive.

It's also true that a crabby doctor is out of patients.

Copywriters, for my money, are overworking that word *decor*.

In case you're asked on a quizzer, the first locomotive to run on a railroad in the United States was the British-built "Stourbridge Lion," on August 8, 1829.

We still have to prove to Russia that "Yank" isn't a synonym for "jerk."

ROYAL ERMINE: A sort of reign-coat.

Opera-star reported bankrupt. To those of us who love good music without ham acting, so is opera.

A probe-commission, obviously, has prior rights.

"Man is the only animal that blushes, or needs to."—Mark Twain.

An Atlanta man in a burst of affection broke his wife's leg by sitting on her lap. My generation would have called him a "heavy lover."

"Steve Canyon" of the daily strips has been immortalized by a statue in Colorado. To be sure; the grand Canyon of the Colorado.

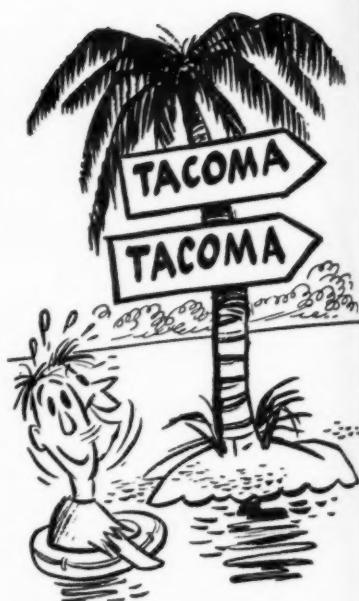
When Eisenhower foresees total war, it won't be just Ike-fright.

"Smoke without fear," says an advertiser. Does he mean that where there's smoke there's fear?

CINNAMON BUN: A currant event.

Suggested name for Doris Duke's \$50,000 hog-pen: "The Porker House."

No, Tessie; a hair-specialist isn't necessarily a scalper.



Remember—

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about
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**The
TACOMA
News Tribune**

80,141 Circulation, A.B.C.



SALES MANAGEMENT

Just plain horse sense

"City Limits" boundaries are as out of date as the buggy this horse used to pull. Any modern metropolis includes all the people within driving distance. What *stops* it is the influence of *another* metropolis.

Now look at St. Louis! There isn't another metropolis within 240 miles . . . creating one big "super city" newly named "St. Louillmo" because it takes in Metropolitan St. Louis and 86 city-conscious counties in Eastern Missouri, and Southern Illinois.

"City circulation" won't cover it! You need the whopping, powerful St. Louillmo coverage of the GLOBE-DEMOCRAT!

St. Louillmo (MODERN ST. LOUIS)

A Metropolis of 287 thriving neighborhood communities in the heart of the Great Mississippi Valley

St. Louis Globe-Democrat

...Largest Daily Circulation and the only newspaper that conclusively covers St. Louillmo



To Hawaii or Alaska we gladly concede the name "49th State." Since 1921 the Globe-Democrat has used the "49th State" to describe this market area; but today the true St. Louis market is no longer a "state" . . . it's a bustling big "city" . . . it's St. Louillmo!

Here it is!

'51's LIKELIEST PROFIT-PRODUCER

for manufacturers of new-home products!

Here's why...

UNIQUE government-curbed mass housing, the rich custom-built market is heading for an upswing in '51—and Home Owners' Catalogs sells this quality market like no other medium does.

UNIQUE mass "shelter group" publications, Home Owners' Catalogs selectively sells this selective market by distributing your sales literature to *known consumer prospects only*—families who are *impelled to buy*.

UNIQUE the function of mass advertising, consumer catalog distribution via Home Owners' Catalogs provides detailed *buying information* which influences *buying decisions* made by specific, verified, dominant *buying factors*.

UNIQUE any other printed means you can name, Home Owners' Catalogs is the *most effective, most economical* distributor of consumer sales literature to the greatest number of qualified home-planners.

UNIQUE any other year in its history, Home Owners' Catalogs is now serving more national accounts than ever before . . . distributing more consumer catalogs than ever before (over 2,500,000) . . . binding bigger books than ever before (over 398 pages).

UNIQUE all other merchandising aids offered by consumer publications and services, the Home Owners' Catalogs merchandising package is a *proven sales-maker* with plenty of dealer-level impact.

UNIQUE so many other consumer media, there'll be *no rate increase* for a '51 Home Owners' Catalogs program—Standard Rate and Data Service tells the full story.

**ACT NOW! HIRE HOME OWNERS' CATALOGS FOR '51!
YOU'LL LIKE WHAT IT DOES TO YOUR SALES!**

RARE SALES OPPORTUNITY . . .

for manufacturers of building materials, equipment, appliances, and home furnishings!

Write today for full facts on Home Owners' Catalogs and the quality housing market. These two brochures are yours for the asking: "Now You Know" and "Let's Sell Quality Housing".

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

CONSUMER CATALOG
DISTRIBUTION SERVICE

119 West 40th Street, New York 18, N. Y.

HOME OWNERS' CATALOGS

a treasury of quality new-home building products
and services for modern, comfortable living...

manufacturing corporation - american central division; crosley division - american telephone and telegraph company - appliance and merchandise department; automo-
bile glass company - general electric company - appliance and merchandise department; the mosaic tile company -
pryne & co., inc. - rheem manufacturing company - the sisalkraft co. - square d company
water, inc. - the philip carey manufacturing company - chase brass & copper co. - the formica
hall-mack company - harvey-whipple, inc. - landers, frary & clark - thatcher furnace company
products corp. - national oak flooring manufacturers' association - the c. a. olsen manu-
facturing company - the waterman-waterbury co. - youngstown kitchens - mullins manu-
facturing company - the formica company - frigidaire division, general
truscon steel company - crane co. - dredge & dredge company - the formica company - frigidaire division, general
henry furnace company - kelvinator division - iron fireman manufacturing co. - libbey-owens-for-
kelvinator corp. - kelvinator division - pittsburgh plate glass company - trade-wind moto

-gets to the heart of America

Do you remember the first copy of The Saturday Evening Post you ever read?

You probably saw your father reading it. You picked it up when he put it down. What a wonderful, exciting, fabulous world it showed you.

Here was America—with its drama and its laughter, its dreams and its heartaches, but always busy, always alive, always inviting.

Here were stories that made you grip the arm of your chair with excitement or chuckle with delight. Here were articles about people and places that raised your eyebrows with the wonder of them. Here was a magazine that got to your heart as a boy.

Today you are older, wiser, more experienced. You read the Post in a different way now. But it still gets to your heart.

The Post is edited for the entire family.

We do not mean that there is a children's page or a woman's story in the Post. The whole magazine—word and picture, editorial and advertising—interests and influences all ages and both sexes.

It is only natural that over the past twenty-five years the Post has singlehandedly brought greater success to more advertisers than any other medium in the world.

A COMPREHENSIVE SURVEY OF WEEKLY MAGAZINE READING REVEALS THAT:

1. Readers spend more time with the Post
2. Readers return more often to the Post
3. Readers believe the Post is more reliable
4. Readers have more confidence in products advertised in the Post.
5. Readers pay more attention to advertising in the Post

THE SATURDAY EVENING **POST**

SEPTEMBER 30, 1950 \$1.50

I SAY RELIEF IS
RUINING FAMILIES

By Judge Jacob Panken

Here's How a
Football Upset Happens

By ARTHUR L. SUEPE

Head Coach of Virginia

PUPPIES
FOR SALE
→

Take home a Pal

WOC

FIRST IN THE QUAD CITIES

In Davenport, Rock Island, Moline and East Moline is the richest concentration of diversified industry between Chicago, Minneapolis, St. Louis and Omaha. The Quad Cities are the trading center for a prosperous two-state agricultural area. Retail sales, total buying and per capita income rate higher than the national average, according to Sales Management.

WOC-AM | WOC-FM
5,000 W. 47 Kw.
1420 Kc. 103.7 Mc.

WOC delivers this rich market to NBC Network, national spot and local advertisers... with 70 to 100% BMB penetration in the two-county Quad City area... 10 to 100% in adjacent counties.

WOC-TV
CHANNEL 5
22.9 Kw. Video
12.5 Kw. Audio

On the Quad Cities' first TV station NBC Network (non-inter-connected), local and film programs reach over 18,000 Quad Cities' sets... hundreds more in a 75 air-mile radius.

Basic NBC Affiliate

Col. B. J. Palmer, President
Ernest Sanders, General Manager



Davenport, Iowa
Free & Peters, Inc.
Exclusive National Representatives

WASHINGTON

Bulletin Board

Plant Expansion To Come First— Ahead of Munitions

You could make a pretty good case showing that the Government is interested, not so much in getting a lot of munitions fast, as in expanding industry. It wants steel, aluminum and copper companies to increase their capacity—wants that more than anything else.

Along with plant expansion problems, the Government must deal with actual shortages. For instance, the amount of aluminum going into plane manufacture has suddenly increased from 3% to 16%.

This points to the kinds of controls that affect ordinary business and ordinary household buying. But the Government is saving that for tighter times. So, its first order was one holding down business inventories. It was issued by the new organization, National Production Authority, and is named "NPA Regulation 1." It says, broadly and vaguely, that nobody may accept delivery of various listed materials in amounts greater than one needs to "meet his deliveries or supply his services on the basis of his currently scheduled method and rate of operation." The whole order is like that. Nothing is put into set ratios, but left to a businessman's own judgment, hence to the judgment of NPA. A seller may not deliver if he "has reason to believe that his customer is not permitted to receive it under this regulation," so that part of the burden is on sales managers. If the seller is sued for refusing to deliver he can defend by pointing to the order; it's a question whether, wishing to hold his goods for a higher price, he can pretend "having reason to believe . . .," etc., and successfully renege on a deal. The order, it's to be seen from this sample, will be subject to a few hundred interpretive rulings. To get it, write Distribution Section, National Production Authority, Washington 25, D. C.

NPA lawyers didn't make the order so embracingly indefinite just in order to keep a free hand in separating sheep and goats. It was a matter of time. To have clearly differentiated legal and illegal inventories for each of the scarce materials would have taken months. This differentiation is going on now. Meanwhile NPA merely put business on notice.

They Remember

The Agriculture Department which is assigned to policing food, farm machinery and fertilizer, hasn't the same disabilities as Commerce; that is, inexperience. One of its bureaus, the Production and Marketing Administration, is a direct successor to the War Food Administration, and is staffed by men who remember how to operate controls. Agriculture will claim authority, if the question arises, for packaging of foodstuffs; it, not NPA in Commerce, will probably decide whether the canning industry gets too much or too little basic material. If the Armed Services decide to stock cans, it's Agriculture that will run interference for it.

The new agency bears marks of hasty improvisation other than the inventory order. An unofficial organization chart, copying that of WPB, creates an "Office of Civilian Requirements." The Office is the well-known Marketing Division of the Office of Domestic Commerce.

The section of the Defense Production Act that covers price and wage controls may never be used. The President has been advised that this part needs a lot of rewriting. Indeed, the law was so framed as to prohibit controls that actually pinch; particular pinches were identified from memory of OPA days.

OPA had discovered early in the game that under ceilings quality deteriorated: It tried to insist on grades. The law won't let a price agency do that. Ceilings may be set only to grades that already exist.



"Old Newt has expanded considerable since getting state-wide coverage of all Iowa in the Des Moines Sunday Register"

Like to see more business beat a path to your doorway?
Then get in on this big Iowa market.

Your best "in" is through the Des Moines Sunday Register. Here's coverage of this whole wonderful state-wide market of 2½ million people—that's better than most papers cover a city! It delivers *complete* domination of 86 of Iowa's 99 counties with 50% to 100% coverage—with over 25% in all others!

Its 500,000 plus circulation gives you 3 out of 4 of *all* Iowa buyers. And how they buy! 5 billion dollars a year, no less!

With a market like this—and such unusual coverage of it—is it any wonder advertisers have made the Des Moines Sunday Register 7th in general advertising lineage among all Sunday newspapers. Milline rate, only \$1.57!



PACKAGES A STATEWIDE URBAN MARKET RANKING AMONG AMERICA'S TOP 20 CITIES

ABC CIRCULATION March 31, 1950:
Daily, 372,051—Sunday, 540,192

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Osborn, Scolaro, Meeker & Scott
New York, Chicago, Detroit, Philadelphia



Bill Rives, Sports Editor, Dallas News

Sports Ed turns Ad-Man*

*It shouldn't happen to a nicer guy.

The management of The Dallas Morning News must think I've got nothing to do!

I don't have enough troubles trying to arrange coverage of more than 800 high school and 50 senior and junior college football teams in Texas. Oh, no. Now I've got to write an ad.

Okay, here goes . . . !

It's not hard to blow your horn about The News' sports coverage, because The News is a strong believer in pulling down the throttle when it comes to covering sports. This paper is keeping pace with the growth of Texas into one of the nation's sports capitals.

The National Open Golf tournament in 1952, the Trans-Mississippi Golf tournament in 1951, the SMU-Notre Dame football series, the National Skeet Shooting Association tournament, the Cotton Bowl football games, the NCAA convention in 1950 — these past, present and future events attest to the fact that in the Southwest, our sports programs are becoming more and more important.

And The News, with its eleven-man sports staff, its expert photographers and its finely-trained art department, is first in Texas with sports information. Two daily columns — by the sports editor and by Charles Burton — and illustrations by the Southwest's outstanding sports cartoonist, Bill McClanahan, supplement the work of staff writers.

Okay, there's the ad. And every word of it is true, or my name isn't

Bill Rives

Bill Rives, Sports Editor

OPA found that where you did price quality grade by grade, manufacturers and merchants abandoned the low-price low-margin lines and progressively dealt in higher quality goods, often giving inferior merchandise best quality labels and prices. The law prohibits concern with these matters insofar as retailing is concerned: The Government may not limit a retailer's volume of higher price lines. Under real scarcity and controlled prices, the upgrading of merchandise would be even easier than during the war.

Accept—or Else

Sections of the law, which govern the allocation of material, the issuance of priority tickets, etc., just as the White House wants them. The Government can do everything it was doing during the war. It can make companies accept military orders, force them to set aside materials to stop the production of unessential.

There's little to suggest that much of this will be done soon. Various metals are, to be sure, hard to buy but NPA hesitates to use force before it has to. There's been some discussion, not much, of giving priority to certain orders, and of allocating steel. The direct contractors for the Armed Services want such help. Already they find that subcontractors can't buy materials. But the steel companies appear to be willing to allocate without regulations. The most they ask for is some way to identify military orders.

So, the controls, anticipated for three months, are first coming into existence. There is a law; there are Defense agencies; an order has been issued. This is a far cry from the old war agencies of five years ago. A few lawyers can write an order, and in fact did. It takes a tremendous staff to enforce it. So far, there's practically no staff at all, beyond a few top officials fresh from business life, and career civil service men. By the time the enforcement agencies are manned, the war in Korea may have ended.

It's to be noticed that Government interest in distribution, which had been slowly growing until Korea, has practically collapsed. Agencies that once served distribution men are, or soon will be, at work on other things. There's the Distribution Unit, which now is part of NPA, and there's the Census Bureau, likely to take on Defense jobs like those of the war. For a long time, moreover, the Government propaganda probably will be motivated mainly by the dangers of inflation, so that its message will be: "Please delay buying."

The Dallas Morning News

CRESMER & WOODWARD, INC., Representatives

New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

★ RADIO-TELEVISION STATIONS WFAA-TV ★ TEXAS ALMANAC

SALE BLAZERS



Modern merchandising demands effective
point-of-sale displays . . . signs that tell consumers
what to buy and show them where to buy it.

SALE BLAZERS are sparkling, colorful, plastic,
laminated signs . . . priced for mass distribution!
We've been designing and producing them since 1900 for
America's leading national and sectional advertisers.

We'll be glad to make a sample SALE BLAZER
to your specifications—at no obligation to you.
Write for further information.

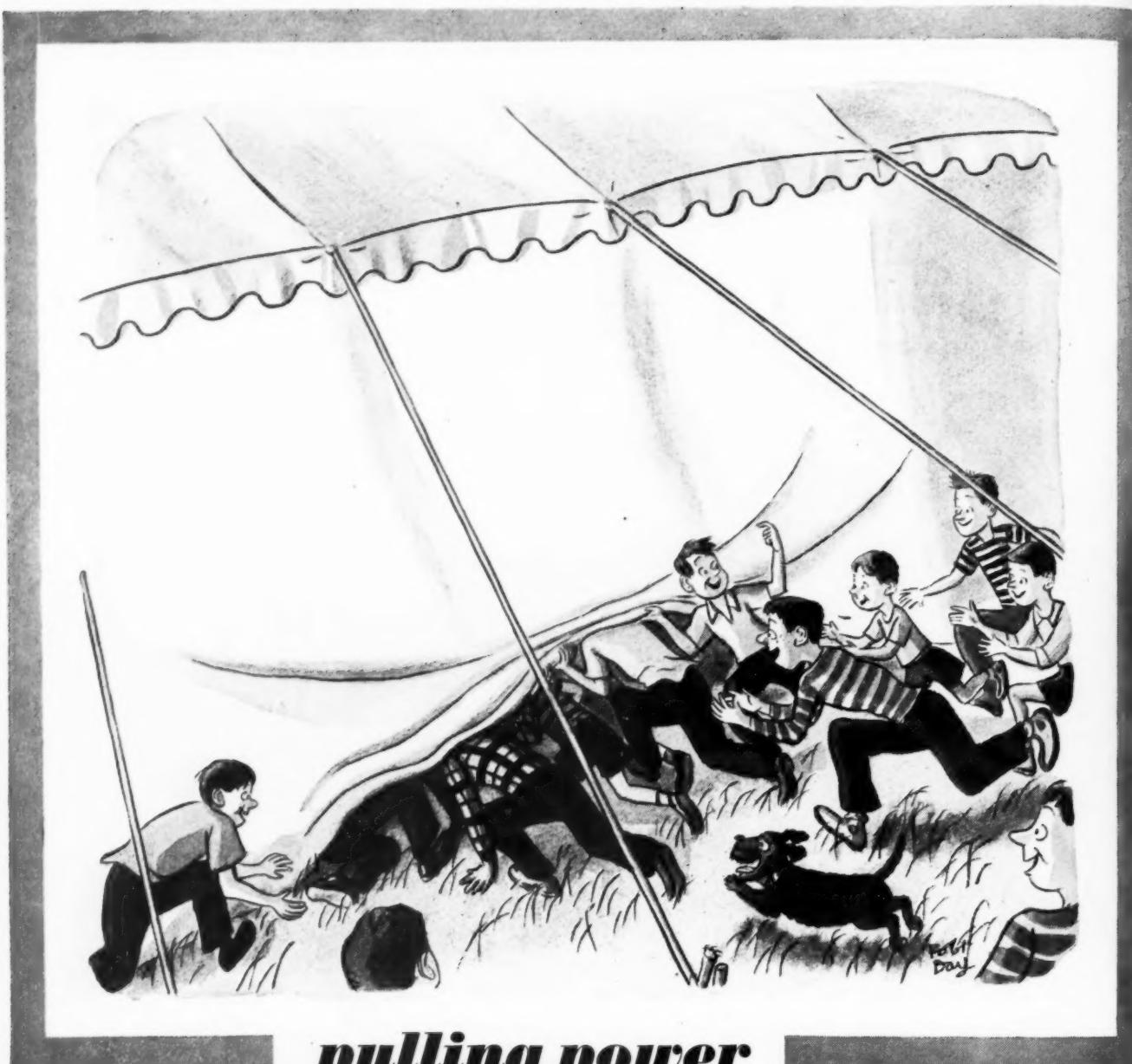


Advertising Specialties Division

PHILADELPHIA BADGE
COMPANY, INC.

1007 FILBERT ST., PHILADELPHIA 7, PA.

Established 1900



pulling power

The selection of the right market is the first consideration for the pulling power of any ad. The families in 12 states in the First 3 Markets area account for over 40% of all U.S. retail sales. First 3 Markets Group reaches 42% of all families. That's almost half of the families that account for almost half the retail sales in the country!

the group with the Sunday Punch



NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER
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colorgravure
picture sections
magazine sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 17, Cal., 1127 Wilshire Blvd., Michigan 6578



A Jackson girl took the defensive
 When told that to ship was expensive.
 "A fur coat I need —
 Send it AirFREIGHT for speed,
 Bare facts show the rates aren't offensive."

DELTA airFREIGHT

Covers the South overnight

Per 100 lbs. between	Typical Commodity Rate
CHICAGO-BIRMINGHAM \$4.70
CINCINNATI-DALLAS 6.73
NEW ORLEANS-CHICAGO 6.67

For complete commodity rates and schedules, write airFREIGHT
 Department, Delta Air Lines, Atlanta, Ga.





In Philadelphia nearly everybody reads The Bulletin

Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
National Advertising Representatives: Sawyer-Ferguson-Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending October 1, 1950

BUYING LULL TEMPORARY ONLY

Department store sales which for several weeks were running 50% above 1949 are now only 5% over. It's hardly news that a considerable part of the recent buying was borrowed from the future, but both buying power and prices will continue to rise. The General Electric Co. has announced that wage increases to workers and an average price increase of 11% for raw materials make necessary a 9% increase in its prices of electrical appliances, and that general pattern is bound to be repeated.

Almost everybody is out to get "his" before government controls prevent, and while panic buying has largely disappeared, the vast majority of optional buying decisions will continue to be to spend *now*, rather than later.

As a consequence, Mr. Truman's top advisors have come to realize that both prices and wages are rising faster than anyone within the government had counted on, and the momentum is so great that present limited controls are not enough to keep the advance from getting out of hand.

Consumer rationing is not receiving serious consideration but *controls on retail prices and wages are expected around the first of the year*.

May we repeat a suggestion we offered in the September 15 issue: that this is the time to formalize in black and white your payment scheme for salesmen, including provisions for merit and seniority increases, incentive pay programs, bonus arrangements and pension and profit-sharing plans. When wage controls come you will find it difficult to keep many of your best men or recruit new ones unless such means of increasing employees' compensation are your established practice.

Also—with material shortages and probable price controls, a concentration on higher priced lines may be necessary to maintain profit. In other words, make existing materials bring back the largest possible dollar volume.

Work on closer deadlines in your advertising so that the copy will not be outpaced by fast-moving events. Advertise only what you are sure you will be able to deliver because buyers resent the advertising of non-available merchandise.

NSE HAS ALTERNATIVE PLANS

Individual sales executives might follow with profit the plan for emergency operation worked out by Arthur Hood, Chairman, and Bob Whitney, President, of National Sales Executives, Inc., and announced by them at the Board of Directors meeting held in Washington during this fortnight.

No one knows precisely what is going to happen. Plans must be fluid. Hood and Whitney announced a 46-point proposed program. If economic mobilization should remain at the present level, using about 5% of the nation's income, all 46 points will be carried out. If we have a

15%, or limited war economy, some points will be dropped and greater stress put on others. If we have a complete war economy, using 30% of the national income, there will be still greater streamlining and greater impetus on acting in the public service.

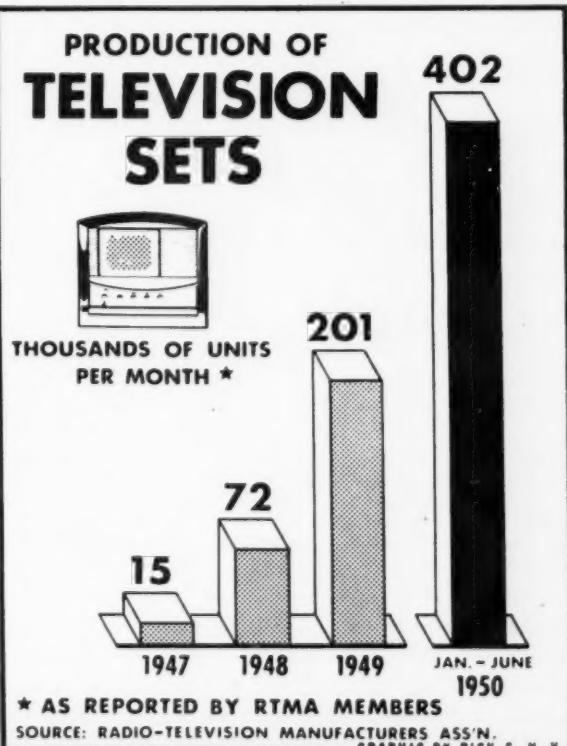
Regardless of the degree of conversion to war, the NSE is backing on a "war of ideas," with the individual clubs using a 7-point package (booklets, panel discussions, civic meetings, school programs, meetings with labor, meetings with churches, cooperation with newspapers and radio) to explain the differences between what we are fighting for and against, the profit system, to reduce waste, to get out the vote, to make clear the advantages of a "selling" economy as compared with a "telling" economy, and the need for a united (democratic) people as compared with a unified (totalitarian) people.

FIRST: HEN OR EGG?

Subscriber F. W. Kohler, Vice-President, Sales, The Kohler System Co., Chicago, has been having some fun with a brother editor, G. F. Nordenholz of *Product Engineering*. In his July issue Mr. Nordenholz flattered his readers by telling them:

"Inherently, engineers make the best managers. They are realists, for that has been their whole training. On the other hand, a strongly sales-minded and sales-experienced manager is always in danger of convincing himself with his own false arguments. Let a fact be contrary to the success of a plan, the salesman too often says 'Well, forget the fact.' The engineer will say, 'Now how can we use this fact to help solve the problem and how can we circumvent its possible ill effects.'

"Successful management in the metal working and allied industries requires men with minds trained to cope with facts



and able to interpret causes and effects. Modern industrial management requires minds that can adopt the realistic attitude to the solution of problems; minds that have an understanding of the technical problems involved. Only engineer-trained minds can meet those specifications fully.

Subscriber Kohler came right back at him with the challenging statement that *most engineers would be raising chickens* "were it not for the constant pressure for newer and better things that is created and maintained by competent, intelligent, aggressive salesmanship, capable sales promotion, skilled advertising and constant maintenance of buyer interest and good will." He went on to say:

"I am of the opinion that a principal fault in your thinking is the fact that engineers, of necessity, are trained on past experience and the discoveries of others. Tables, formulae, analyses, are pounded into the head of the average engineering student as one would teach a parrot. The result is that all too frequently, the *PAST* controls and limits engineering thinking. . . .

"As you know full well, modern industrial management requires three basic components. The first, operation, which includes production, finance, law, labor relations and general leadership. The second, sales. The third, engineering. Each has its own place and each is dependent upon the other two. Show me a company whose sales policy is dictated by engineers, and I'll show you a company that is not keeping pace sales-wise with its competition. . . .

"I envy you the fun you are going to have, if any but engineers read your very excellent publication. Continued success to it and to you as its skipper. But please do not under-estimate the salesmen who keep your engineers at work."

REMINGTON RAND BREAKS A TRADITION

In most industries there is a tendency to follow the leader. This has been true in the case of tabulating equipment where the rules of the game have been pretty much those laid down by International Business Machines Corp. (See "Capital Goods on the Cuff; Industry's Instalment Pay Plan," Page 129, this issue.) Now Remington Rand, Inc., through Al N. Sears, Vice-President and Director, General Sales-Services Operations (and Treasurer of

National Sales Executives, Inc.) announces a new "use-purchase" plan under which tabulating equipment may be purchased over a period of less than nine years at a lower cost than rental.

This new plan spreads payments over 100 months and has a cancellation clause effective after the first year; under the plan it is less expensive over any period in excess of three years to buy the equipment than it is to pay rental, and the cancellation clause makes it possible for the purchaser to replace equipment with newer models if it becomes more profitable to do so. More and more sales organizations are adopting punched-card accounting as they find that detailed sales analysis is more profitable than guesswork and hunches.

GREATER INTEREST FOR ADS

Bob Pendergast, an enterprising St. Paul advertising man, has developed an efficient and economical method for measuring reader interest in editorial text and advertisements which he calls "Readex." Currently it is being used by *Popular Mechanics*, *Christian Herald*, *Mid West Farm Papers* and daily and weekly newspapers.

He finds that readers love to read if you give them something worth reading and that we all have more time to read than we can find things of interest to read. Consistently, in every publication studied, the greatest interest is displayed in *ads that serve*, such as recipes for women, farming hints, getting greater performance from engines, and the like. Costs per reader for interesting small ads are about the same as for interesting large ads, but big ads pay off more quickly. Continuity of service is more important than mere continuity of appearance. It's possible, as some advertisers have found, to make readers look forward to ads which have a continuous-service approach, as they do toward their favorite editorial features.

PHILIP SALISBURY
Editor



The Business Trend reached a new high level of 271 in August, 1950. Substantial increases were registered in both Business Spending and New Orders.

Preliminary estimates for September indicate a continuation of the strong upward movement. The September figure will be about 283.

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Making the most of small resources, Jim Austin's sales crew applies imagination and energy to win converts to flying; sets the sales pace with aircoach, special events, cargo, and is changing a \$3 million loss into \$3 million profit.

1947 was one record year which the air industry hopes you will please forget.

That was the year when the scheduled domestic airlines killed more than twice as many passengers and piled up a combined net loss four times as great as ever before or since.

To such statistics Capital Airlines contributed more than its share.

After 20 years Capital was all set for the mass air age. Planning to girdle the globe, it had changed its name from Pennsylvania-Central so that customers in Capetown and Calcutta would not get confused. Afflicted by the prevailing optimania, it was going to have a lot of the new routes, the new planes, the new dollars.

But already, in 1946, Capital somehow had lost \$3 million. In 1947 it proceeded to lose \$2.7 million. And while its big competitors at least had shiny new DC-6's and Constellations and Convairs and Martins to show for their borrowings, Capital's debt mounted sud-

denly from zero to \$14 million, without them.

For three years more, Capital was to have to make do with prewar DC-3's and wartime DC-4's.

It decided not to serve Capetown or Calcutta.

And yet in these three years—still short on routes and equipment, money and manpower—Capital has

1. More than halved the funded debt, to \$6 million;

2. With nearly twice as much operating revenue, turned a nearly \$3 million loss into an expected \$3 million profit;

3. Set the pace in rate of sales increase among all the top 10 domestic airlines, and

4. Done all this not by taking business from other lines but primarily by finding ways to *create* more passengers and cargo.

Not until the summer of 1950 did Capital get some new planes.

The boys in headquarters at Hangar No. 3 in Washington National Airport are proud of the five Con-

stellations and the three Super DC-3's (which are being bought on time payments). But four-fifths of their revenue still must be made by the old ones.

Capital still has 40% fewer employees than it had before October 1, 1947, when Slim Carmichael became president. It still must make nickels work overtime to earn dollars.

In dollar volume from all sources in 1949, Capital's \$27 million ranked sixth—after American, United, Eastern, TWA (domestic only) and Northwest. Its 5,810 route mileage is only one-fourth to one-half of that of each of the others—four of which span the continent and all of which go abroad. Confined to a triangle between Minneapolis, New York and New Orleans, Capital's average passenger fare is only \$18 for an average trip of less than 300 miles.

But its \$1.7 million net income in 1949 was larger than Northwest's

WHITHER? Two pleasure-seeking people (above) leave their cares and destination in the lap of Capital Airlines as they depart on one of some 15 "mystery flights" which Capital has conducted thus far this year.

Capital Cashes in On Creative Selling

BY LAWRENCE M. HUGHES

\$1.2 million (on half again as much operating revenue) and was only a shade smaller than Eastern's \$2 million and United's \$2.2 million, each of which did three times as much volume.

In fact, in ratio of net to gross Capital's 6.3% tied big American for first among the six.

In number of passengers now being carried—1,500,000 annually—Capital ranks among the leaders.

Pioneering in 4-cents-a-mile air-coach service; leading all the others in special or charter flights; with the highest cargo load factor of any scheduled air carrier and expanding business from travel agencies and with other airlines, Capital has capitalized on all its resources.

A few months before James Henry Carmichael became president, a former securities salesman, recently chief of staff of a forward echelon of the Air Transport Command at Chungking, moved in as director of traffic and sales.

Carmichael is a flier. James William Austin is not. Born in Kentucky, he was graduated from Colorado College as a petroleum engineer. He worked for Humble Oil Co. before he got into securities selling.

In selling air transportation, tall, blue-eyed, cigar-smoking Jim Austin takes an engineer's approach. He applies a lot of planning and organizing and follow-through.

But he has energy and enthusiasm and sales-imagination too. . . . combined with realism.

"Capital's comeback," Slim Carmichael says, "has been based on realism. We've had to do the job by making the most of what we had. We first did it, and made money, in 1943, when our entire fleet had been reduced to seven planes. We've done it again, under even tougher conditions, since 1947.

"Among other things, we've had to regain the respect of our own industry, the financial community, the cities we serve. And our own stockholders and employees."

In two years, Capital common on the Big Board had fallen from 49 1/4 to 3 1/8. The company's credit was shot. It couldn't meet even interest on loans. Somehow, Slim Carmichael had to build \$1.1 million earned surplus—and fast. At the time, this particular item was down \$1.3 million below zero—which meant pulling \$2.4 million out of somewhere.

The new management moved fast. In 60 days it saved \$6 million annually by firing 1,840 of the 4,890 employees. All departments felt the axe, some even more than others. The street sales force, for example, was cut from 186 to 37. From ticket and reservation expenses came \$1.5 million a year (partly duplicated in payroll); from altered routes, \$200,000; from engine maintenance, \$237,000;

from leases pared or canceled, \$120,000. Consolidated maintenance agreements saved \$236,000.

The officers reduced their own salaries. . . .

In contrast with that bleak winter Capital today looks quite prosperous. The 3,200 present Capitallites, however, still turn off unnecessary lights and curb their long distance calls. Saving is still necessary.

But Capital was saved not by saving but by selling.

Selling began at home.

"Think, Talk, Sell Capital"

Carmichael told the crowd that there'd be no more wholesale firings. Then he and the rest of the management set out to get them to "think Capital, talk Capital, sell Capital."

The Capital organization is a bit larger today. But the same group is carrying on, and largely the same officers. Carmichael succeeded as president C. Bedell Monroe, who remains a director. And Carmichael was succeeded in turn by James B. Franklin as vice-president, operations. For a couple of years now Jim Austin has been vice-president, traffic and sales. But R. G. Lochiel continues as vice-president-treasurer; Robert J. Wilson as vice-president, properties and personnel, and Hayes Dever, secretary and public relations director.

During 1948 Capital started to come back. In fact, in his annual report for that year Carmichael described it as a "vigorous, going concern." He may have seemed unduly optimistic. "Back pay" for mail, authorized by the Civil Aeronautics Board, had reduced the 1946 and 1947 losses. Capital's own statement for 1948 came up with a profit of \$123,997, which was later "adjusted" to a loss of \$126,003.

There was still a \$3 million deficit in earned surplus. But current assets finally moved ahead of current liabilities. (During the war the ratio had held at a healthy three to one.) Long-term debt had been cut to \$9,850 million.

And important for the company's sustained progress, operating revenue from all branches of its business was

fly Capital Constellations

Never before such luxury!

NON STOP... 2½ hrs.

WASHINGTON

Enjoy the "Cloud Club" Lounge \$36.00
Other non-stop, 4-engine flights daily to
Washington, Cleveland and Detroit.

unexcelled in performance... unexcelled in luxury... fly

Capital AIRLINES

Sheer beauty, inside and out! Custom interiors! Unparalleled comfort! And Capital's price-less experience—23 years of dependability. All yours at no extra cost aboard a CAPITAL CONSTELLATION! Fly today!

Call Dearborn 2-5711 or your travel agent.
Ticket offices: 144 S. Clark St. & Stevens Hotel
& The Palmer House

Capital AIRLINES

General Purchasing
Official Agents

LUXURY—Capital has spent \$50,000 each for special decorations and fittings in the new Constellations but—as in advertising for Aircoaches—it still emphasizes price.

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ANCHORS AWEIGH—Navy's football team gets to its games via Capital. Among other football teams which Capital carries are Notre Dame, Minnesota, Tennessee, the Los Angeles Rams and the Washington Redskins.

larger than in 1947. The \$3 million gain, to \$23.3 million, Carmichael credited largely to an "aggressive" sales campaign.

He might also have called it a "creative campaign."

While Capital and the other lines wanted higher fares on standard flights, Jim Austin realized that "fare" might be as strong as "fear" (See *SM*, May 20, 1950,) in keeping people on the ground. Through six months of careful persuasion he won over first the CAB and then Capital's own board to his plan to fill late-at-night flights by giving simplified service at 4 cents a mile.

At 1 A.M. on November 4, 1948, 59-passenger Capital "Nighthawk" Aircoaches took the air between New York and Chicago. They covered the 900 miles in five hours, for \$34.04 including tax.

The aircoach has become a generic term by now. Nine other lines have adopted it for one to six routes each. But Capital is still entitled to spell Aircoach with a capital "A".

Surveys showed that 21% of Capital Aircoach passengers are first fliers, as against 11% on the regular runs.

In keeping with the company's economy program, Carmichael told *SM* that the whole present 5,000-mile Aircoach system was launched with just 12 extra ground personnel.

The 1948 annual report introduced a section on "Capital—Its Product and How It Is Sold." Carmichael mentioned there that in its first two months the Aircoach grossed \$218,639. After paying its share of overhead ("which existed whether the Aircoach was operated or not") and special promotional expenses, "it has continuously produced a net profit."

The company had embarked on an employe program to make Capital the "friendliest, safest, most comfortable and dependable airline." To get its 8,000 stockholders selling too, the fourth cover of the report listed addresses and telephone numbers of its ticket offices in 69 cities: "You, your family and your friends can buy Capital service at any of these Capital locations."

For 1949 Carmichael attributed record \$26.9 million operating rev-



enue to "the sales and promotional effort of the company." The second cover carried a picture of Capital executives, which had been used September 3 in a *Saturday Evening Post* story titled, "He Wants to Make Money on an Airline."

The "he", of course, was Carmichael.

Capital was beginning to make money.

A \$4 million bank loan had been repaid. Total funded debt was cut to \$7.2 million. The net income of \$1,681,671, applied against an earned surplus deficit of \$3,257,095, reduced the latter item to a deficit of \$1,575,424.

Current assets last year rose to nearly twice current liabilities.

To expand over-all passenger revenue 22.8% to nearly \$20 million and cargo revenue 21 1/2% to more than \$2 million, Capital expanded traffic and sales costs slightly to \$2.853 million and advertising-publicity costs to more than \$1 million.

Carmichael noted that in their first calendar year Aircoaches carried 140,000 riders. From "special events"—ranging from "mystery flights" (another Austin invention) and charters for football teams and other groups to \$2.50 Sunday sightseeing excursions—Capital grossed a profitable \$554,533.

And to plug the growing interline and international sales, Carmichael told stockholders that Capital offices in 74 cities will sell "air travel, anywhere in the world."

Capital's own route structure is somewhat restricted and cockeyed. Although covering much of the South, it is denied the fat Florida trade. Between Washington and New Orleans it cannot serve Atlanta. And between New York and Chicago, almost every flight must come down at Pittsburgh.

But some idea of what Capital can do when government regulators get off its tail may be gained from the fact that on its non-stop run between Washington and Chicago—where it has competed with DC-4's against American's and United's DC-6's and TWA's Constellations—Capital has carried nearly half of the business of all four.

What will happen now that its own Constellations are in action can't yet be predicted.

Capital compares favorably with the others in serving big markets. It reaches all U.S. cities of more than 500,000 population except Boston, Houston, Los Angeles, St. Louis and San Francisco. But still it persists in serving towns as small as 3,000.

(Continued on page 124)

FROM LITTLE ACORNS . . . grow mighty oaks: From street car conductors *sometimes* emerge company presidents! Maurice N. Trainer, who scales in just under Sidney Greenstreet's fighting weight, and who is slightly famous for his sense-of-humor *and* his business proclivities, started his business life as a motorman for the Public Service of New Jersey. Recently he was named president of American Brake Shoe Company. . . . He's had his ups—mostly ups—and one down under the banner of the company service. Once, he chuckles, they fired him. He was out three days, came back with a better job. Originally he began with ABS as a brake shoe inspector—although he's a U of Pa. grad—and moved up through the sales departments. In 1938 he became president of the Brake Shoe and Castings Divisions, five years later was made first vice-president. He is also prexy of Dominion Brake Shoe Company, Ltd., a Canadian subsidiary. A railroad man from the ties up, there's even a Pennsylvania RR station named for his family: Trainer, Pa. He was born there but says it had practically *nothing* to do with his choice of work.



They're in the News

BY HARRY WOODWARD

FIGURES FIGURE . . . in the affairs of teen-agers and also in the future of Walter H. Lowy, of The Formfit Co. Teen torsos fittingly togged, he says, offer a new, untouched market. (No offense meant.) His respect for figures, saleswise and otherwise, have contributed to his swift rise to vice-president and director of one of the world's largest foundation wear companies. Eight million teen-age girls, his

pencil points out, mean 11% of the market. Here's his breakdown: Ages 13 and 14, one-half wear girdles; 15 to 17, three-fourths wear either garter belts, girdles or foundation garments. So Formfit has established a Bobbie Foundation Board, the only junior fashion advisory board of its kind, made up of high-school lassies. It supplements The Formfit Institute, which applies industrial engineering to corset retailing. Results are presented to retail stores at Formfit's annual Merchandising Clinic, held in New York City and Chicago and have won for Mr. Lowy a citation by the American Marketing Association. Here are Mr. Lowy and three members of his Bobbie Fashion Board. Turn to page 68 for details on Formfit's sales training bulletins for salesgirls.



A MEETING OF MINDS . . . and agencies recently occurred in New York. Two well-thought-of but conservative (where their own successes are concerned) advertising agencies, J. M. Hickerson, Inc., and Albert Frank-Guenther Law, Inc., have decided to get married. These two gentlemen, Emmett Corrigan (left), chairman of the AF-GL board and J. M. Hickerson, who'll be president of the amalgamated agencies, figure large in advertising talk these days. In the first place, blending the two agencies will mean close to a \$10 million-business this year. The Hickerson agency developed to a high degree the mail order technique and applied it to direct sales. (One of their advertisements sold \$2-million in merchandise, with no hoopla—just an advertisement.) The two gentlemen say that the merger was "like twin brothers meeting for the first time." They never have competed (AF-GL is primarily a financial agency.) but have often complimented each other. Though Hickerson is the talker of the two men, they have many common personality facets. Both are at their desks before nine each morning, both *like* to work on Saturdays, both were brought up on farms.



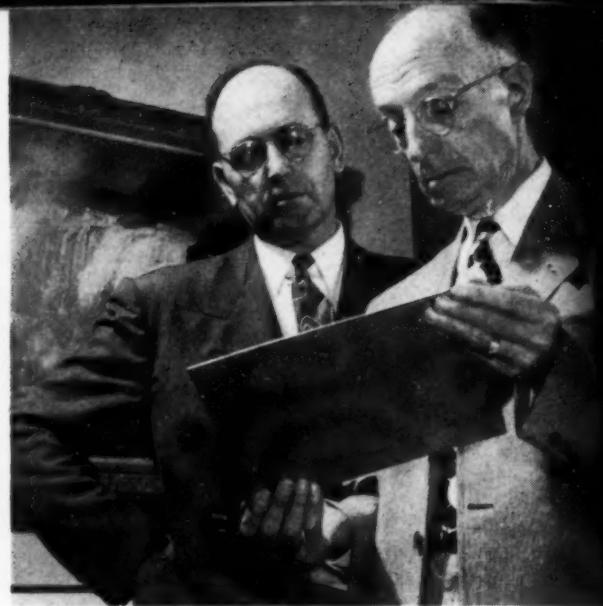
GUY GILLETTE



MEET ANOTHER RADIO PIONEER . . . another one who made good, too. He's Edwin R. Borroff, new sales manager of Westinghouse Radio Stations, Inc.; who indirectly broke into radio as a network salesman because his bumper apple crop—bought as a mad whim—was wiped out by an early frost. He noticed that while his apples had gone kaput, the peaches around and about were terrific. He sold the growers on letting him sell the peaches. And a salesman was born. But before he sold radio, and after he sold peaches, he sold insurance. A battery of unassorted jobs followed and then he heard about a vacancy on the selling staff of WKY, then in Chicago, took it to pad out his lean pockets between jobs. That was 1923. Five years later the "temporary" job graduated into one as sales manager of WENR. Later: stints on the sales staff of the Central Division of NBC and as sales manager of the Blue Network's Central Division. Eight years ago he became vice-president in charge of the Central Division. He has two hobbies—golf and ships, doesn't count the piano which he plays like a pro. He also skips all mention of the fact that he's descended from General Sam Houston.



HE'S "MR. CUSTOMER": What makes this top-notch salesman "click" with General Electric's vice-president in charge of purchasing, Harry Erlicher (left)? F. Reed Dallye, sales engineer for Aluminum Company of America, visits G-E so often he has an annual pass . . . but he doesn't waste time in social chatter . . . he gets right down to business on calls.



ALUMINUM . . . OR A COMPETITIVE METAL? Reed Dallye (left) makes a point of calling regularly on Mr. Erlicher, specialist in metals, Ralph Carter. Mr. Dallye, when calling on Mr. Carter, constantly makes use of his sales promotional material. He never loses sight of the fact that aluminum is one of the metals bought by G-E and he must keep it sal

8 Traits that Make Salesmen Welcome at General Electric

Salesmen who earn and get the business at the General Electric Co.:

1. Plan regular calls.
2. Trade on news.
3. Use persistence in selling.
4. Cultivate all buying influences.

5. Know their products thoroughly.
6. Make constructive suggestions.
7. Draw on services of specialists.
8. Always ask for the order.

NO CALL IS "ROUTINE": When you buy \$2 million worth of advertising space in some 300 publications you get to know space salesmen pretty well. Edward F. Coffey (right), district manager, *Electrical World*, selected by IAA of New York as its first "Space Salesman of the Year," never "drops in" on K. L. Walters, space buyer for G-E's Apparatus Dept.

If these traits work for the salesmen who sell to G-E, can G-E salesmen use them, too, on their own prospects? The company thinks so, and to show how it can be done G-E has literally focused the camera on two kinds of sales-purchase situations within its own family.





IN THE SLIDE RULE SECTION: L. D. Miles (seated) heads G-E's Value Analysis Division. He works closely with design engineers and manufacturing personnel to find new materials for manufacturing G-E products faster and at lower costs. Mr. Dallye (left) often takes the lead in suggesting new ways to use aluminum . . . efficiently. G-E is glad to have him.

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Photographs on these pages are part of a presentation which G-E sales chiefs make to their own salesmen and, occasionally, to such groups as sales executives clubs. Horace Zimmer, manager of the company's Apparatus Department districts, will say, for example:

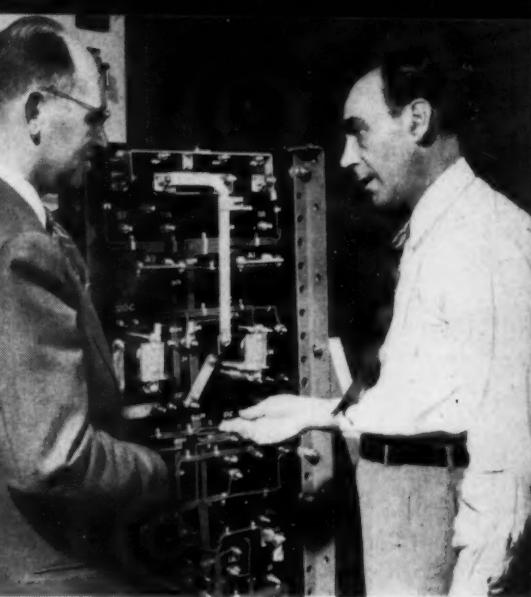
"Sales are made because the buyer wants, or thinks he wants, what is being offered. And he buys from you because he has greater faith in your product, your company, and in you than in anybody else. It is the *you* that stands out."

"It is the assigned sales engineer who is the General Electric Co. to

the customer . . . the fellow who interprets G-E's policies . . . and on whose abilities the company depends for the sales of its product.

"We want our sales engineers to have the knowledge and poise to talk with people in jobs at all levels among our customers and prospects. So often salesmen are gun-shy of the top people among their prospects . . . forgetting that, by and large, these executives came up through the ranks, and that they are very approachable within the limits of their time.

"The men whom we choose to represent G-E to our customers must possess many traits and skills to in-



WHEN TO CALL IN SPECIALISTS: Guy Moffet (right) of the Control Engineering Division and Mr. Dallye team up on tough design problems. For example, Mr. Dallye suggested that G-E use aluminum bus bars in control panels. While his contributions to such projects are considerable, he knows when to call on his own engineering specialists to lend a hand.

spire faith in G-E products, in G-E policies, and in G-E's salesmen. It's difficult to rank them in order of their importance, but these are desirable qualities: integrity, personality, initiative, industry, resourcefulness, intelligence."

The General Electric sales chief next takes up the viewpoint of the buyer. "The buyer," he points out, "wants service, the kind on which he can rely. He wants pertinent information which the salesman is in a position to supply. He appreciates constructive suggestions. He is human and his reactions are the same as those of the salesmen."

AN EYE TO THE FUTURE: J. S. SMITH (seated), manager of G-E's Apparatus Adv. and Sales Promotion Divs., always is on Ed Coffey's call list at Schenectady. During World War II when "Stan" Smith was not directly concerned with space buying, Ed Coffey was one of the few space salesmen who continued to call on him. Sales require constant building.

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SOME DAYS THE ANSWER IS "YES": R. B. Reid (right), manager of the Industrial Advertising Division, always is on Ed Coffey's calling list. Coffey frequently tears G-E ads out of other publications and attaches a note, "Rolly, a fine ad, and a natural for *Electrical World*." He makes persistent use of direct mail . . . and he never forgets to ask G-E to buy.





That's Douglas Leigh's Flamingo brand trademark—on a blimp—over New York City's skyline.

Fabulous Mr. Leigh Launches His Flamingo Orange Juice

A young Floridian who has made quite a name for himself in blasé New York with his spectacular outdoor advertising signs is backing his own entry into the orange concentrate market with the dramatic props he has sold to others.

Douglas Leigh, genius of the spectacular advertising world, has made his dream come true—the dream of having his own consumer product, sold at retail, in whose behalf he can apply his rich fund of promotional ideas. The product, sold under the name Flamingo, is a frozen orange juice concentrate. And, as might be expected, most of the promotional ideas carried out in its favor are somehow tied in with airship advertising.

It is too early as yet to say whether or not this formula—heavily weighted with spectacular displays in proportion to other media—will be 100% successful. Leigh and his associates

claim, however, that it promises to be so. In support of the claim they point out that despite the fact that Flamingo crashed a crowded market, when it was introduced early in July, it already has distribution through topnotch distributors on the Eastern seaboard from Maine to Virginia. (This is the area where 65% of current national citrus concentrate sales are being made.) The two wholesaler firms which started first with the product, in the Westchester and Northern New Jersey territories, assert, respectively, that the product is in 90%, and 80% to 90%, of the independent outlets they serve, and in the Grand Union chain.

With other frozen juice concentrates vying for the attention of well established wholesalers, the distribution hurdles facing Flamingo a few months ago might have dismayed even an old-timer in the food world. The question therefore arises: How did Leigh succeed in lining up such distributors as M. Augenblick & Bros., C. J. Drislane, Beatrice Foods, and Carpel, Inc., all successful and prominent in their field. Leigh attributes this to two factors. First, spectacular pre-selling—building consumer demand even before distributors were approached—which seems topsy-turvy to most members of the food industry; and second, showmanship and spectacular methods in approaching the distributors themselves.

The pre-selling was, of course, done via Leigh's favorite media, spectacular signs and blimp advertising. On May 27, six weeks before a single can of Flamingo appeared in any store, Leigh sent his first dirigible into the sky over Metropolitan New York. Strung on the sides

of the airship were 18,000 light bulbs, which formed an animated 220-foot pale red flamingo. On June 8, almost two weeks later, a second airship was also put into the air, this one with a running sign on which longer copy could be used. Nightly messages carried the tidings that Flamingo frozen orange juice was coming soon. The huge flamingo, flapping its 60-foot wings with a 24-foot orange suspended from its beak, is a spectacle not soon forgotten by anyone who sees it.

After a month of blimp advertising, Leigh added the big Times Square (New York) spectacular, with a two-minute cartoon playlet, "Flamingo Presents the Squeeze Play," against a screen of 4,104 light bulbs.

The next step in the program was the wooing of distributors, and in this, too, blimps played a major role. The procedure consisted of deciding in advance on a company which might logically be expected to do a good job with the product; discovering the location of the home of the executive who would be responsible for the decision to take on the Flamingo line, then flying over his home in the evening, and calling him by ship-to-shore telephone from the blimp. The circumstances surrounding these con-

tacts differed, but generally included such high jinks as playing of flashlights, talking by telephone to the children of the family (if any), and telling them to go outside where special effects arranged for them could be witnessed in the sky. There was always a sales talk to the executive himself and, finally, the announcement that the company's representative would call on him the next day. When the representative would call, at the time set, he would usually be greeted as an old friend. By July 10, tins of Flamingo were on sale in the stores.

Careful consideration had gone into the choice of the product. Douglas Leigh had wanted his own for eight years, and had thought of several, a candy bar and a soap in particular, but none had gotten past the planning stage. When frozen juice concentrates zoomed into popularity a couple of years ago, Leigh was impressed. For one thing, he liked the idea of an item originating in Florida, his native state. His wide acquaintance there would assure a good flow of the raw material, citrus juices. Moreover, the product would lend itself to promotion under the Flamingo trademark, well adapted to illustration on the tin and in printed advertising, and remarkably suited to

being outlined in lights on blimps and spectacular displays.

Flamingo sales are being handled separately from Leigh's advertising business, with which it shares offices in Rockefeller Center in New York. The owners of the new firm are Leigh and a group of his friends and business associates, including four Douglas Leigh executives. Because spectacular advertising is playing such an important role in the launching of the product, and since the facilities for conducting such campaigns are immediately at hand, the problems of getting the concentrate on the market have been simplified.

The first year's advertising budget totals \$500,000, two-thirds of which is being spent on spectacular and airship advertising. At this writing, the animated cartoon spectacular at Times Square is being used, as well as five high-spot (in dominant locations) outdoor posters in the New York area. Two airships bearing the Flamingo outline and flasher message also fly every clear evening up and down the Eastern seaboard, concentrating principally on the vast Metropolitan New York market.

Radio and television spots are being used this fall, and about the first of the year newspapers and magazines will probably be added.



THE MAN BEHIND THE IDEA: Before Douglas Leigh (left) could get his Flamingo frozen orange juice concentrate into retail outlets he had to woo distributors to handle it. Characteristically, he flew



his blimp over the homes of prospective distributors, called them on the radio-telephone for friendly chats. Next day he went to their offices and was greeted like an old friend. He signed 'em up.

Priorities For Sales Chiefs: Today's "Must" Problems

BY CHARLES W. SMITH

McKinsey & Company, Management Consultants

The task which confronts sales managers today may be compared with that faced by the leaders of our Armed Forces *after* V-J Day.

Thus, sales managers are presented with both a challenge and an opportunity. The challenge is to make certain they are prepared to deal effectively with whatever sales problems may arise as a result of war disruptions. The opportunity is to tackle a number of long-term problems on a planned basis rarely possible under stress of normal competitive selling conditions.

"Must" Problems

In general, each sales manager will want to make sure that his company has a program mapped out to deal with each of the following problems:

1. Adjusting sales territories soundly as such adjustments become necessary.
2. Compensating salesmen on a consistently fair basis.
3. Maintaining sound relations with all key outlets.
4. Maintaining an effective field sales staff.
5. Allocating production fairly and equitably.
6. Providing satisfactory product service to existing customers.

Plan for Sales Territory Adjustments

Under the impact of war-created conditions, many companies will undoubtedly be forced to make adjustments in sales territories. Mistakes in realigning sales territories cannot only jeopardize relations with important accounts. They also can overload certain salesmen in a way that makes it impossible for them to operate effectively. They also can throw an otherwise well-balanced compensation plan completely out of line.

These problems can be avoided, however, by the sales manager who has a master plan for adjusting sales territories based on a thorough knowledge of the number and location of

all key accounts. Since it takes time to obtain facts and to work out a master plan which will be flexible enough to handle any situation which may arise, sales managers who do not now have such a plan should place this project on their "to do" list with a very high priority.

Establish a Sound Compensation Plan

During World War II, a number of companies experienced considerable difficulty with the operation of their salesmen's compensation plans. Because these plans were geared to peacetime conditions, they got far out of line under wartime conditions. To correct inequities in compensation caused by the war, some companies placed their salesmen on straight salary, thus removing any direct form of incentive to outstanding performance. Where such arbitrary action had the effect of cutting compensation below levels that would have been received under the replaced plan, many companies lost valuable men to competitors.

In other cases, particularly where contracts provided for payment of fixed commission rates on certain specified business, companies were forced to pay out exorbitant commission on war-created volume. These payments were unsound from the standpoint of both the company and the salesmen involved. In the case of the company, serious morale problems were created by the fact that salesmen's earnings were so far out of line with the compensation paid to other more responsible executives. In the case of the salesmen, they became in many cases used to an inflated standard of living which they could not maintain under normal competitive selling conditions.

To avoid recurrence of such situations in the current emergency, compensation plans should be reviewed carefully now to make certain that they are designed to:

1. Protect the company from runaway earnings.

2. Provide control over salesmen's activities under any circumstances.

3. Insure salesmen sufficient earnings and incentive to keep them interested in the job under wartime conditions.

Maintain Key Dealer Relations

During the last war, many companies made the mistake of drastically curtailing their sales solicitations.

The sales manager who wants to keep his company from losing dealer good will, which has taken many years to build, should be sure that he knows how many and what types of sales contacts are actually required under war conditions. He also should know the minimum number of salesmen required to do this contact job, and where they should be located. In addition, he should work out a revised sales presentation which will make it possible for salesmen to make calls even where they are unable to take orders for merchandise in short supply.

If your company has no program for maintaining relations with key outlets during the war period, then today is not too soon to start developing such a program. It requires time and effort to obtain and organize the information necessary to handle this problem well.

Maintain an Effective Field Sales Staff

Under the anesthesia of war-stimulated volume, it is easy to overlook the importance of maintaining an effective field sales staff under wartime conditions.

To minimize the effect of war-created conditions on sales staff efficiency, alert managements are developing both a policy and a program for maintaining an effective sales force in the field under any conditions which may arise. To make such a policy effective often requires revision of recruiting and selection procedures to permit the hiring of older men when younger replacements are unavailable. The program also should provide for proper training of sales-

A Business

With 200,000

Employee-Owners

**NOW MORE THAN 200,000 BELL TELEPHONE EMPLOYEES
ARE AMONG THE 970,000 OWNERS OF THE BELL SYSTEM**



A Business Democracy — The telephone business is an outstanding example of a business democracy. Nearly everybody uses the telephone. More than 550,000 men and women operate the business. And 970,000 people own it.

Big Gain in Employee Stockholders — About one American Telephone and Telegraph Company stockholder in every five is a telephone employee. These 200,000 men and women think enough of the business to in-

vest their savings in it. In the next year or so, many thousands of other employees will complete payments on stock under the Employee Stock Plan.

Good for Telephone Users — It's the investments of hundreds of thousands of small stockholders in all walks of life in every section of the country—all put together—that provide the dollars that build, improve and expand the best telephone system in the world for you to use at low cost.

BELL TELEPHONE SYSTEM



*About one family in every fifty in the United States now owns A. T. & T. stock.
No other stock is so widely owned by so many people.*

men hired as replacements, even though they are to be employed only for the duration of the emergency. Here again there is need for speed if such a program is to be ready for use in advance of actual need.

Plan the Allocation of Production

Although experience gained during the last war is so recent, many companies have done little or nothing as yet to work out fairer systems of product allocation than ones which they used during World War II.

The problem here is that many companies do not have really effective sales analysis systems which will tell them the number, location, and importance of their accounts. Also, few companies have analyzed the influence of shifts in population and buying power reflected in the recent Census on their sales potentials. Such deficiencies may not seriously hurt customer relations during a period when supply exceeds demand, since each outlet is able to obtain as much of a product as is needed to meet customer requirements. During a period of product shortage, however, this automatic safety valve does not operate. Only a judiciously administered allocation plan will maintain friendly relations with existing outlets.

Again, time is required to develop a sound allocation plan. The alert sales manager should take steps immediately to get ready for allocations if they should again become necessary.

Ensure Satisfactory Product Service

Many manufacturers created a great deal of customer ill will toward their products during World War II because they failed to make certain that owners could get satisfactory repair service at reasonable prices.

Under conditions of product shortage, it is only natural that the bulk of production should be channeled into complete units, since, even under normal conditions, the repair parts business in most industries is not particularly profitable. It is the task of the sales manager to see to it that an adequate supply of repair parts is maintained during the present war period as a means of preserving user good will.

Another step the alert sales manager can take now is to develop a dealer servicing program which will insure that repair service is available to product users in every important market area.

Developing a dealer-servicing pro-

gram requires time. If you are in an industry where such a program might be needed, it is not too soon to begin gathering the basic facts required to attack the problem soundly.

Long Term Projects

Beyond these immediate "must" projects, there is a wide range of long-term operational improvement problems to which alert sales managers are now directing their attention. Typical long-term improvement projects currently under way include:

1. Streamlining of sales planning and control methods and procedures.
2. Development of better sales potential and sales force work load data.
3. Improvement of call report and trade analysis procedures.
4. Development of standard records, reports, and procedures for branch sales offices.
5. Appraisal of product line sales policies.
6. Evaluation of the impact of war activities on plans for future company expansion.
7. Studies of consumer buying habits and patterns of product use.
8. Development of sales training programs.
9. Appraisal of sales promotion and advertising methods.

Streamlining Sales Planning And Control Procedures

While sales pressure is reduced, the sales manager has an excellent opportunity to review existent sales control procedures, to set up new procedures on a test basis, and to develop and install more effective procedures which will be in use whenever normal competitive selling conditions again return.

Developing Better Sales Potential and Sales Force Work Load Data

Another opportunity for improving sales department operations lies in the development of better sales potential and sales force work load data.

The fact that recent Census of Business figures are now becoming available permits the use of an approach to this problem which it has not been possible to use for over a decade. By comparing data garnered from company sales records for the

year 1949 with such new Census data, many important facts about a company's over-all distribution system and policies can be learned—facts which will have real value in planning future sales activities.

Improving Trade Analysis Procedures

During a period of product scarcity customers often will reveal the allocation of their purchases by sources, information which normally they will not make available to suppliers. Thus, it is possible now to determine relative position in an industry with much less effort than would be required under more competitive selling conditions.

Development of Standard Branch Office Procedures

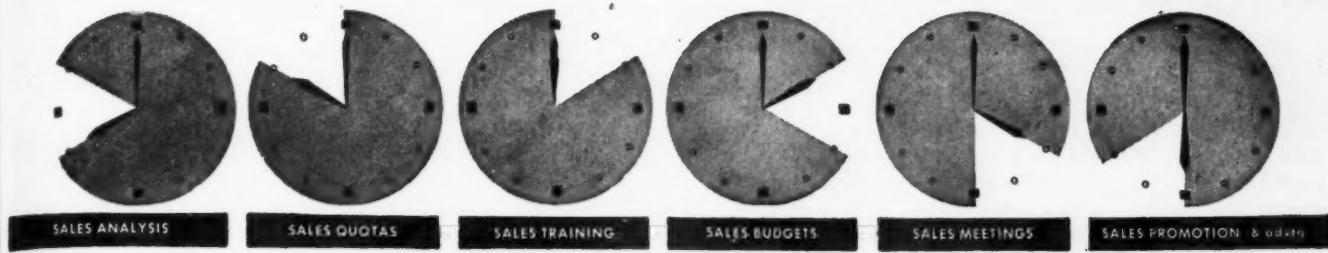
Companies that maintain extensive field sales forces customarily establish branch sales offices to provide localized direction and control of salesmen's activities. Operation of a branch sales office necessarily involves the use and maintenance of many records and reports. Usually there are wide variations in the records and reports maintained by various branch sales offices of the same company, unless standard procedures have been clearly established. Where such standard procedures have not been established, it is common to find that reports which are not really necessary are being maintained.

An important by-product of a study of procedures is the training which division managers receive in the delegation of responsibility for clerical work to their secretaries and assistants—training which will permit them to spend more of their time on productive customer contact work and with salesmen.

Appraisal of Product Line Sales Policies

Unless a company has taken definite action to streamline its product line and reduce the number of items offered for sale, an appraisal of product line sales policies is likely to produce profitable results under present conditions.

Excessively long product lines increase unduly the cost of production and complicate the problem of maintaining adequate raw materials, parts and finished goods inventories. Under short supply conditions existing today, concentration of a product line into the smallest possible number of items can help materially to step up productive capacity.



Where can you find the time to do a Better Sales Job?

Some sales executives must feel like the farmer who, when offered a book on "BETTER FARMING," said, "Heck, I haven't time to farm as well as I know how now!"

So maybe there's some merit in the thought that the busy sales executive might be able to get *better* results out of the time he's got by putting the practitioners of "Ditch-Digging" Advertising on his team . . .

because "Ditch-Digging" Advertising procedures can help him two ways: *first*, help him with his chore of sales analysis; *second*, produce advertising that does so much of the telling in selling that his salesmen can use more of *their* costly time for *closing*.

Like this:

1. We review all the specifying and buying influences, including those who are hard for your salesmen to reach. (If they aren't known, we help you unearth them.)
2. We find out the viewpoints, prejudices, and confusions

that cloak your product in the minds of your customers and prospects. (Not just, "Like: Dislike: Check one." We find out *why* your customers and prospects feel as they do.)

3. Then, and only then, we set out to determine *what* to say, to *whom*, and *how often*, to improve the viewpoints and reduce the confusions that obstruct low-cost selling.
4. We select the best tools for saying various parts of what needs to be said (booklets, magazines, newspapers, direct mail, radio, or any other mechanical means of transmitting ideas or information speedily and at low cost)—then *say it*.

This agency is equipped to work with any Sales Executive who wants to do a hard-selling job with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how "Ditch-Digging" Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

War-Expansion Plans

Many companies are today finding it necessary to expand their operations to handle war orders. Where this is true, the sales manager might well give some thought to the effects such expansion may have on company operations under future peacetime conditions. This is particularly true where new plants must be acquired in an industry where freight absorption is a major factor.

Studies of the effect of freight costs on plant location and competitive position often can indicate where new facilities can be situated most advantageously from a long-term standpoint. The sales manager who thinks ahead for company management in this area can make a substantial contribution to long-term company profits.

Studies of Consumer Buying Habits

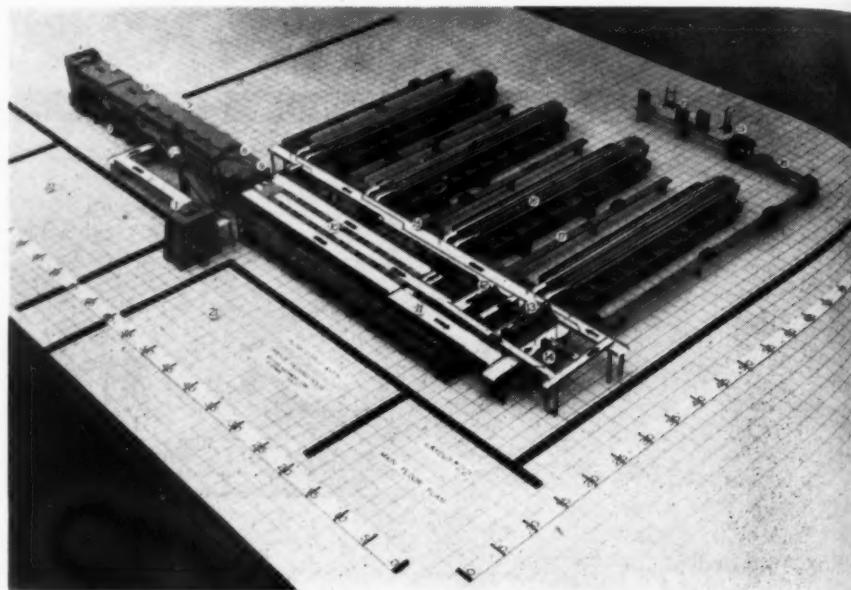
Many companies have long desired to know more about buying habits of the consumers of their products. In spite of the fact that studies conducted under present abnormal conditions may provide evidence which does not square with peacetime experience, companies may well find it profitable to devote time now to studies of this nature. In certain fields, it is possible through use of inventory studies and analysis of past records to determine true consumer buying and use patterns.

Development of Sales Training Program

Development of such plans usually involves participation of the salesmen who are to be trained. The fact that recent competitive selling experiences are so fresh in mind provides an opportunity to crystallize the best experience of the present sales force and have it on tap ready for use when competitive selling conditions again return.

Appraisal of Sales Promotion And Advertising Methods

Current conditions obviously provide a good opportunity to study company advertising and sales promotional methods. Catalogs can be revised and brought up-to-date, at least in draft form. Sales promotional literature can be reviewed and compared with competitive pieces. Penetration and effectiveness of advertising media can be studied and analyzed. Results of such work, while perhaps not immediately applicable, can prove extremely useful with the return of more normal conditions.



ENLARGEMENTS give prospects an over-all look, help sell the line.

Why We Discarded Models In Favor of Lay-Outs

After a good deal of experimenting with models to help its salesmen sell equipment, the Food Machinery and Chemical Corp. has worked out a method that clicks.

The Packing Equipment Division of this big company, located at Riverside, Calif., sells machinery for fruit and fresh vegetable packing houses. Customers are often cooperative associations, whose directors decide on equipment. The machinery consists of conveyors, washers, graders and so on, which make up a line. Sales range from single small components in that line to complete packing houses.

Working models of individual machines are intriguing. In theory, the salesman carries them into the customer's office, plugs in, and lets the machine tell its story of higher speeds, lower costs.

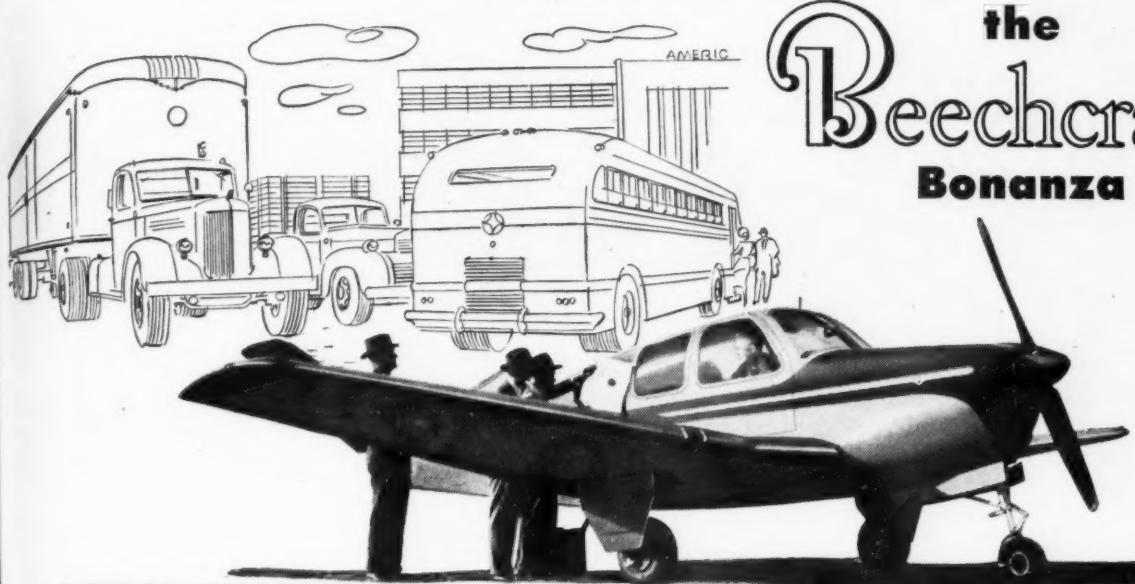
In practice, it has been found that individual models do not help the salesman very much. They are cumbersome, get out of order, and often cost more to make than the full-size machine represented.

About a year ago, this company decided that such visual aids in selling were best adapted to demonstrating complete packing houses to directors acting as a board. Mostly they are growers. They have a large investment under consideration, are seeking cost economies as well as improved quality in packs, and are not always at home with blueprint.

For such selling, the company constructed miniatures of the latest fruit and vegetable packing plants, half-inch to the foot, complete in every detail, showing where the product comes in from the field, is washed, graded, sized, waxed, packed in boxes and sped on its way via "reefer." Any single piece of equipment can be pointed out.

These miniature packing houses are not carried around, but photographed and enlarged to about 16 by 24 inches. Enough copies are carried so the board can refer to details as a salesman explains them. Used in this way, miniatures greatly aid field representatives making proposals for complete plants.

Add this "expediter" to your transportation set-up:



the
Beechcraft
Bonanza



Faster trips. Cruising at a 170-mph clip, your management men can spend *all* the time they need on "field work." You have complete mobility of action—the Bonanza is fully equipped for day and night flights.



... at longer range! 750-mile range can be lengthened to 940 or 1,145 miles with installation of 10- or 20-gallon auxiliary fuel tanks. In the Bonanza you can *keep moving* to your destination.



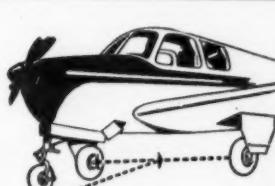
Travel in style—and comfort! The cabin is *sound-proofed*, handsomely tailored, and *big*. Four ride in "stretch-out" comfort. W-I-D-E limousine-type door. Arm rests, ash trays for all. Three map pockets.



Takes short fields "in stride." Take-off horsepower rating now 196 h.p. at 2,450 rpm. Landing gear lowered in 7½ seconds, raised in 8½, at 105 mph. New Beechcraft propeller develops greater static thrust.



And just compare this economy! Fuel consumed at "passenger car" rate—9.5 gallons per hour! Bonanza uses only 56% of engine's rated take-off horsepower at cruising speed. Less wear, fewer overhauls!



Unsurpassed safety. Steerable nose-wheel gives greater maneuverability, more positive control. Wide and long wheel base smooths rough field landings. All-metal framework far surpasses CAA requirements.



Features like these have put the Model B35 Beechcraft Bonanza way out in front! Get the *full* story about this sturdy, economical business plane from your nearest Beechcraft distributor or dealer today. Or write Beech Aircraft Corporation, Wichita, Kansas, U. S. A., on your company letterhead.

Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles
Fuel economy, 9.5 gph

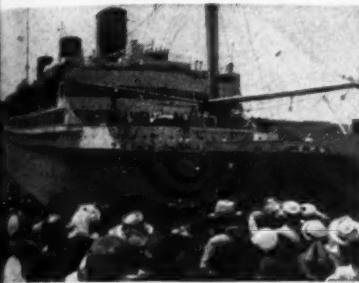
Beechcraft
BONANZA

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

OCTOBER 1, 1950

WIN A NEW CONVERTIBLE?

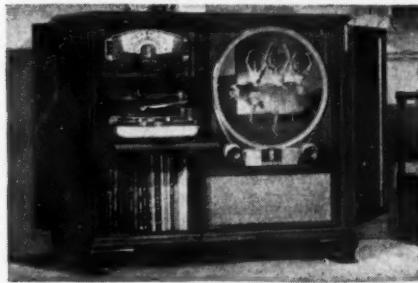
WANT TO WIN Two-Week Bermuda Vacation for Two?



SECOND GRAND PRIZE

includes de luxe accommodations, New York to Hamilton and return, on Furness Line's *Queen of Bermuda*; 9 days, with meals, at luxurious *Princess Hotel*; private car and driver for sightseeing.

WANT TO WIN New Zenith Television- Radio-Phono Combination



THIRD GRAND PRIZE

Breakfront cabinet, with doors, in Chippendale period, finished in swirl mahogany. Huge 238 square inch television screen, Armstrong FM and standard broadcast radio, 3-way automatic record changer.

MONTHLY PRIZES

For each of 3 months—
September, October and November

1st MONTHLY AWARD

A 14-kt. solid gold Ronson lighter (\$240.00 value) or a Martin "60" outboard motor.



2nd MONTHLY AWARD

A 34-piece set of sterling silverware (Gorham, Oneida or Wallace).



3rd MONTHLY AWARD

Zenith Universal portable radio.



PLUS 300 ADDITIONAL PRIZES
for runners-up each month.

Here Are The Contest Rules!

- Eligibility—anyone employed by a national advertiser*, or by an accredited advertising agency, is eligible to enter any one or all three of this series of monthly contests, including the husband, wife or children of any person so employed. Employees and immediate families of employees of Cosmopolitan, its advertising agency and Richard Manville Research are excluded. *Any advertiser using one or more of the following media: national consumer magazines, network radio, and/or television; newspapers, billboards and/or radio and TV spots in 5 or more cities in different states.
- Coupon in this ad constitutes official "Cosmo-Quiz" entry blank. To enter contest, check on coupon correct answer to each quiz question. Then complete in 25 words or less the statement "I enjoyed Cosmopolitan because . . ." Mail your filled out coupon to Cosmopolitan, P. O. Box 80, Grand Central Station, N. Y. 17.
- Entries for each month's contest must be postmarked no later than midnight on the last day of the month of the issue of Cosmopolitan on which each quiz is based. Monthly prize winners will be notified within 30 days following closing date of each contest. Grand Prize winners will be notified within 45 days after closing date of final monthly contest, Nov. 30, 1950.
- Individual contestants will be limited to one entry in each monthly contest. All entries must be the original work of the contestants.
- Monthly prizes will be awarded on the basis of correct answers to quiz questions.
- Grand Prizes—winners of 1st, 2nd and 3rd

prizes in each monthly contest will be eligible for the Grand Prize awards at conclusion of third and final monthly quiz. Only their prize-winning monthly entries will be considered in determining these awards.

7. In case of ties, monthly and Grand Prize winners will be determined by neatness, originality, interest and aptness of thought expressed in the 25-word statement. In case of ties, again, duplicate prizes will be awarded to each of the tying entries.

8. Entries in each monthly quiz will be judged by Contest Div., Richard Manville Research, independent contest-judging organization. To determine Grand Prize winners, the 25-word statements of the three top winners in each of the three monthly contests will be judged by three prominent advertising executives, serving as volunteer judges. Judges' decisions will be final. If judges cannot agree, final Grand Prize winners will be selected by Contest Div., Richard Manville Research.

9. All entries must carry sufficient postage. Entries become property of Cosmopolitan Magazine; none will be returned. Names of contestants, other than the three top winners in each monthly contest, will not be used in advertising without express consent in writing.

10. This contest is subject to all Federal and local regulations.

11. After Grand Prize winners have been announced, a list of all monthly winners will be mailed to entrants sending in fifteen cents in stamps to cover postage.

12. It is expressly understood and agreed to by each contestant that in accord with above rules, neither Hearst Magazines, Inc., nor Richard Manville Research will incur any legal liability to nor be responsible to said contestant for any negligence, error, act or omission in handling or judging contestant's entry.

To: Cosmopolitan, P. O. Box 80
Grand Central Station, New York 17, N. Y.

Here are my "Cosmo-Quiz" answers for Oct.:

1. A	B	C	D	9. A	B	C	D
2. A	B	C	D	10. A	B	C	D
3. A	B	C	D	11. A	B	C	D
4. A	B	C	D	12. A	B	C	D
5. A	B	C	D	13. A	B	C	D
6. A	B	C	D	14. A	B	C	D
7. A	B	C	D	15. A	B	C	D
8. A	B	C	D	Complete statement below in 25 words or less:			

I enjoyed Cosmopolitan because _____
(Print, please)

Name _____
(Print, please)
Address _____

City _____ () State _____

Firm _____ Title _____

HERE'S YOUR OFFICIAL ENTRY BLANK

Cross out on coupon at right one letter—**A**, **B**, **C** or **D**—corresponding to the one correct answer to each question. Be sure also to complete the 25-word statement. This entry must be in the mail **on or before** midnight October 31.

Note to those competing as a spouse or child (rule #1 above): enter your own name on line **under** "Firm" and use the coupon identification spaces for name, address, etc. of person whose business connection establishes **your** eligibility.



Toughest Sale I Remember



"Within a few minutes, I was up to my elbows in grease."

We Have Nothing to Talk About

BY RICHARD H. DEMOTT

No sale in more than 35 years of selling was ever tougher than that which opened a new manufacturing account in a midwestern town. While it wasn't high in dollar value, it strikingly illustrates a cardinal principle in successful selling: service to the customer.

For some time our representative in the territory in which the company was located had tried to interest this manufacturer in our product. The story was always the same: The ball and roller bearings of our competitor were entirely satisfactory and, according to the purchasing agent, there wasn't anything else to talk about. But finally our representative was able to make a definite appointment for me to call with him.

Although we were Johnny-on-the-spot for the appointment, we cooled our heels in a reception room that was a model of austerity. Ten minutes went by. Then thirty. Then an hour. The long wait, I can assure you, was irritating. It was all the more so when the man we had come to see appeared at a small window in a partition separating his office from the reception room and brazenly informed us that there wasn't anything to discuss.

Small in stature, and seemingly impressed with his own importance, the purchasing agent proceeded to give us the brush-off despite the fact that he had agreed to the

appointment which I had traveled a long distance to keep. Holding myself in check, I explained that we had come to see him on the basis of this appointment and that we merely wanted to sit down and talk over his problems. He still insisted there wasn't anything to talk about. He was perfectly satisfied, he declared, with the competitive product and didn't want to buy our bearings.

"We aren't here to sell you bearings," I explained. "We're here to see if we can be of any help to you."

Although I had previously informed myself in some detail about the products of this company, I asked him to tell us something of the types of things they made. Careful questioning got the purchasing agent to talking, even though reluctantly, but the more he talked, the more he warmed up to the subject.

"Surely, with all these products, there must be some bearing problem somewhere in your shops," I said. "If you do have one, then we're here to help you."

The purchasing agent didn't know whether there was trouble or not, but excusing himself, he disappeared. In about five minutes he returned with the chief engineer and factory manager in tow. There was plenty of trouble. One production line was down because of faulty bearings.

Within a few minutes I was up to my elbows in grease. I was still that way, and so was my associate, at five o'clock that afternoon when we left the plant. But we had solved the company's problem—and added another new customer to the list.

To me, this points up a lesson I learned early about selling: *Service to the customer creates and holds sales.*

RICHARD H. DEMOTT is vice-president in charge of sales of SKF Industries, Inc., Philadelphia, and president of the Sales Managers Association of Philadelphia.

IN 30 Seconds

THIS SHOULD OPEN YOUR EYES...

Study for 30 seconds this frank scoreboard of hits and runs on advertising media. It should open your eyes to the surprising advantages of Spot Movies (Film Commercials) in theatres. Join the more than 70 prominent national

advertisers like Ford, United Fruit, Westinghouse, Chrysler, and General Baking who are cashing in with this medium. Phone or write the nearest office of The Movie Advertising Bureau for more facts today.

Media Scoreboard

ADVANTAGES	SPOT MOVIE ADS	TV	NEWS- PAPER	MAGA- ZINE	RADIO	BILL BOARD
Printed Word	X	X	X	X		X
Illustration	X	X	X	X		X
Motion	X	X				
Color	X			X		X
Spoken Word	X	X			X	
Music	X	X			X	
Demonstration	X	X				
Full Dramatization	X	X				
Commanding Size	X					X
Immediacy		X			X	
100% Readership	X					
Complete Audience Attention	X					
Available at Home		X	X	X	X	
Audience Selection by Neighborhoods	X					X
Audience Selection by Buying Power	X			X		X
Average Cost Per Actual Reader	\$.004	?	?	?	?	?
TOTAL	13	9	3	5	4	6

The Movie Advertising Bureau

MEMBER COMPANIES: UNITED FILM SERVICE, INC. • MOTION PICTURE ADVERTISING SERVICE CO., INC.

NATIONAL OFFICES NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST.
KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.



RINGS AROUND THE MARKETS—Camel's hardy perennial on Times Square has been multiplied by Douglas Leigh, Inc., on 18 Main Streets. On Broadway in the last decade the electric—and selling—power of spectaculairs has doubled.

How Big Should "Outdoor" Be?

In 24 sheets, and painted bulletins, national advertisers spend a record \$83 million. Other branches bring total above \$200 million. But while some operations are being improved, "billposter" attitude still rules rigid policies. More flexibility, facts, promotion and selling would help.

Because outdoor advertising seemed to be as big as all outdoors, Uncle Sam thought of it as a fat source of tax revenue.

But investigation showed that outdoor drew only \$13 million, or less than 2% of the \$700 million being spent for all advertising.

That was in 1917.

Outdoor is bigger today. But in all its forms it still gets only about \$200 million, or 4% of the \$5 billion total.

The oldest, simplest and most necessary advertising medium is a sign. For several millennia signs have served all who had any persuading to do.

In America today everyone, except the blind, bedfast and jailed, moves daily from sign to sign. Even those who can't read "read" signs, and learn to read from them. To 150

million Americans signs have become synonymous with advertising.

Today's \$200 million covers everything from the nostrums and chewing tobacco which still persist on many a barn, to the unauthorized "snipes" on rocks, fences and buildings, to circus and other posters from one to 48 sheets in size, to highway signs and signs on trolley cars, buses and trucks, to celestial signs by skywriting and on dirigibles.

But the biggest and best organized parts of outdoor—now taking a combined \$110 million from national and local advertisers—are 24-sheet posters and painted bulletins, provided by 900 operators in 16,000 cities and towns.

For them in 1950 some 650 national advertisers will spend \$83 million, as compared with \$78 million in 1949. Local advertisers will spend

\$25 million. (A "national" advertiser is anyone who isn't strictly "local.")

Of the national \$83 million, 24-sheet posters will take about \$69 million, "paint" about \$14 million.

Credit these figures largely to Outdoor Advertising Incorporated, which since June 15, 1931 has functioned as the sales representative of these branches to national advertisers.

After reaching \$43 million in 1929, their combined volume slid to \$22 million in 1932 and to \$18 million in 1933. Then it climbed rather steadily to \$41 million in 1941. And then it dropped to \$22.8 million in 1943.

Thus, in seven years, national expenditures will be nearly quadrupled.

But with World War III in prospect, plant owners are worried.

Unfortunately, they seem less worried about the fact that national advertising volume in newspapers, magazines, radio (network and spot, time and talent), and probably direct mail, point of purchase, premiums and sampling—all have moved above the \$400 million mark. And Texaco for a time robbed outdoor to pay Milton Berle.

Surely, TV, radio and reading—not to mention Canasta—have turned

us into a nation of homebodies. Think of all the new homes being built, for all the couples getting married, and having babies. There's no place like . . .

And yet if you could count what 150 million people do with 168 hours a week, you might find that the *go* trend is stronger still. Five days a week, 62 million go out to earn a living, and 35 million go to school. Six days a week, 37 million go shopping. On Sundays, millions go to church, and oftener than that the infidels go to sports events. A lot of families go just for the pleasure of going.

While perhaps two million families will buy TV sets this year, at an average price of \$300, the motor makers will sell seven million cars of all types, at an average delivered price around \$2,000. Our 45 million cars will pile up passenger mileage of 770 (or more) *billion*.

A Billion "Impressions"

Multiply the 200,000 outdoor boards by average daily "impressions" of 2,300 and you get 460 million. Add conservative impression figures of all other forms of outdoor advertising (Individual spectacles are seen by hundreds of thousands.) and you come up with a tidy billion or so.

Per day . . .

Maybe the outdoor people should charge more.

Or maybe, first, they should *give* more.

Considering for the present "standard" 24-sheet posters and painted bulletins, national advertisers complain of

1. *A fixed plant setup*—aggravated for years by scarcity of materials—which has reduced the number of 24-sheet boards by perhaps 50,000, and has created waiting lists of as much as two years. This condition is aggravated by wide differences in plant capacities in similar-size markets.

2. *A "monopolistic" setup*—which entrenches single-plant control in nearly all markets.

3. *A "100 showing" complex*. Instead of attracting new users by increasing facilities, or of emphasizing "50" or "25" showings to increase the number of users, most plant owners sell a lot of space to a few big advertisers—and go fishing.

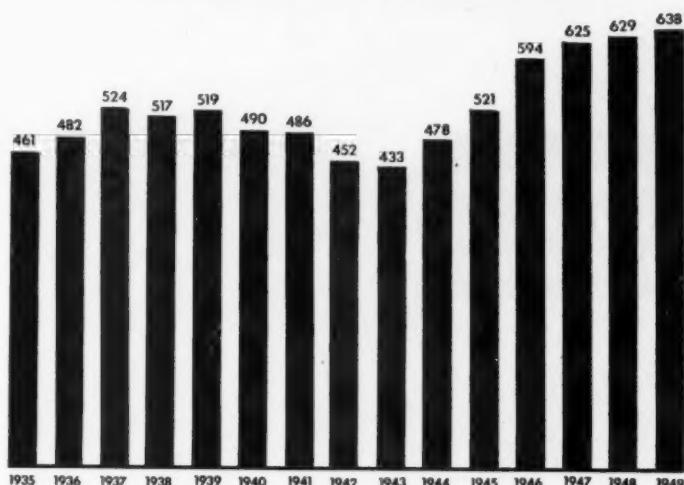
4. *A general lack of facts, promotion and salesmanship*.

Having seen their national business halved twice in two decades, the plant owners have reason for their reluctance to expand. But doesn't

OUTDOOR:

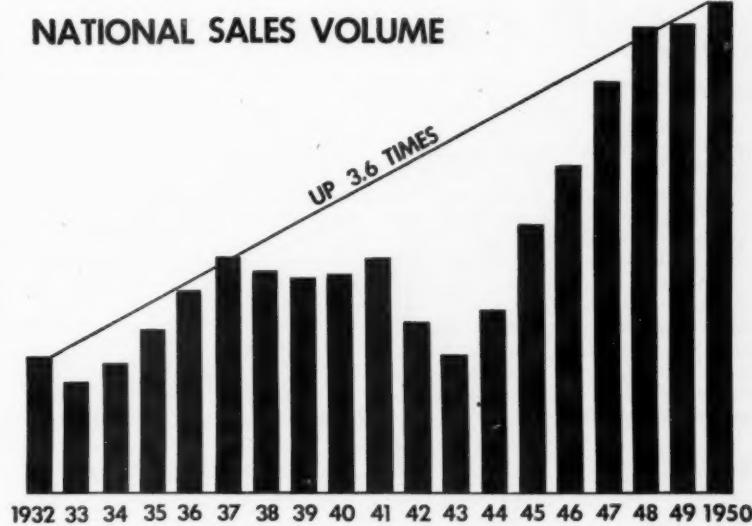
How It Has Grown in Volume and Number of Users

NATIONAL OUTDOOR USERS



A DOZEN ADVERTISERS—led by Chevrolet, Coca-Cola and Ford—still produce nearly one-third of the total volume in 24-sheet posters and painted bulletins. But, steadily, the number of converts among national advertisers expands. Outdoor users include beer, whisky and soft drink companies, foods and appliances.

NATIONAL SALES VOLUME



TWICE IN TWO DECADES the national advertising volume carried by 24-sheets and "paint" has dropped and come back sharply. The 1950 rate of \$83 million is nearly four times the \$22.8 million of 1943. But recent growth has been gradual.

this same reason say that they should at least broaden the base of their business?

Even some of the bigger operators admit, "We're just billposters. Our only new business tool is a letter-opener." In fact, it wasn't so long ago that the billposters were formally asked to use a typewriter and letter-head stationery in acknowledging contracts.

They became usually local "monopolists" partly because the competition of two or more plants in one town bid up the price of locations to

the breaking point. As "monopolists" today they feel no competitive stimulus to improve or expand their facilities.

The rigidity of the structure extends to attitudes and rates. A "100" showing usually has twice as many panels and costs twice as much as a "50." With few exceptions advertisers are offered no discounts for quantity or—although the winter is still "slack"—for continuity.

Some advertising executives contend that with somewhat more capacity and flexibility, and more get-

ting and promotion of the facts on how advertisers can harness their power, the outdoor medium could be at least twice its present \$200 million-a-year size.

One said: "The plant owners are sitting on top of a gold mine—and even their leaders don't know it."

But in the last quarter century, they have learned—and done—some things. . . .

You may remember the presence of as many as 62 panels of assorted shapes and sizes, at a single urban location, and posters plastered promiscuously through residential and scenic areas.

In 1910 poster selling in the U.S. and Canada was handled by some 40 "outdoor solicitors"—who persuaded advertisers by every means short of mayhem to hem in every highway with signs.

Advertisers rarely got what they paid for. Facts on plant facilities were fragmentary. Circulation, coverage, repetition, impact still were far in the realm of theory.

But, step by step, the outdoor industry has started to meet these problems, through standards, education and organization. Five cooperative factors, particularly, have led in bringing civic responsibility, more business-like methods and better advertiser values to the outdoor medium.

Major Organizations

These are National Outdoor Advertising Bureau—(NOAB, established in 1915); Outdoor Advertising Association of America (OAAA, 1925); Outdoor Advertising Incorporated (OAI, 1931); Traffic Audit Bureau (TAB, 1933, and Standard Outdoor Advertising (SOA, 1946).

But even before any of these was born the plant owners, with the help of the lithographic industry, decided to standardize primarily on the 24-sheet poster—which measures overall nearly 9x20 feet, and the 12½x47 painted bulletin.

NOAB was formed by advertising agencies to enable them to compete with the outdoor solicitors who were selling advertisers direct. The agencies had not been "recognized" by the plant owners. Many solicitors handled creative and service work for advertisers. The stronger among them fostered the monopoly trend by discouraging duplicate coverage. By the late '20's, five of them, on commission of 16-2/3% were reported to have become millionaires.

NOAB told its members: "The credit for most advertising successes is due to the agency rather than the medium." But "the agency's only



Sure — Seeing is believing! But there's a simpler way. Use View-Master three dimension pictures to solve your difficult selling, sampling, demonstration problems. These amazing stereoscopic Kodachrome photographs enable you to show your products, services, installations, and manufacturing operations in true color and depth with dramatic "come to life" realism. View-Masters are proven "door openers", "attention holders", "sales clinchers". They require no darkroom or electric-

ity. Compact, easy to carry. Stereoscope and ten Reels weigh less than 9 oz. Each View-Master Reel holds seven different pictures in planned selling sequence. View-Master three dimension picture Reels are inexpensive to produce—effective to use. See for yourself!

VIEW-MASTER
Stereoscopic Selling Pictures



SAWYER'S INC., Commercial Sales Dept.
3543 N. Kenton Ave., Chicago 41, Illinois
Without obligation, please furnish complete information about View-Master three dimension pictures for commercial use.

Company Name..... Product.....
Address..... City..... Zone..... State.....
By..... Position.....

security is in making the initial proposal for outdoor advertising."

Taking over most of the "agencies'" functions on outdoor, including buying, checking and billing, NOAB made itself worth while to agencies, advertisers and medium alike. Within a decade it was handling \$20.6 million of placements annually. Today, it functions for more than 300 advertising agencies and handles about 60% of all national advertising in 24 sheets and "paint."

Group Operations

Henry T. Ewald of Campbell-Ewald Co., Detroit, has been its chairman. President and executive head is John Paver, New York City.

(Some major agencies, however—such as D'Arcy; Foote, Cone & Belding, and Maxon, Inc.—still perform "NOAB's" functions on their own. D'Arcy is said to be the best informed agency on outdoor. On the Coca-Cola account, its own field force is supplemented by the 1,200 bottlers, to make sure they get what they're buying.)

Instead of 15% commission plus 2% for cash, which most other major media pay agencies, outdoor plant owners pay 16 2/3%. NOAB's operations are financed by 3% from the agencies' 16 2/3%.

As the joint successor to Poster and Painted associations, OAAA was launched in October 1925 "to provide efficient advertising service outdoors;" to give advertisers coverage "within and through" trading areas, and provide them with "equal opportunity" in using the medium.

It would also promote only "meritorious products;" cooperate with other media; support community projects, and "protect . . . the natural beauties of the rural landscape and the amenities of historical and public shrines."

OAAA sets standards of outdoor locations and structures; provides plant data for advertisers, and helps plants to develop local advertising. Myles Standish of Standish-Barnes

Co., Providence, is president and Karl L. Ghaster, Jr., Chicago, general manager.

For three decades tall, graying Kerwin H. Fulton has led in the organization and development of outdoor advertising. At OAAA's first meeting, 25 years ago, he emphasized that the "industry's concern with the public interest . . . coincides absolutely with the desires and best interests of the advertiser."

A few months before, after several other mergers, the O. J. Gude [Fulton] and Thomas Cusack com-

panies joined as General Outdoor Advertising Co., with Fulton as president. In 1931 he left GOA to form and become president of OAI. But although Burnett W. Robbins became head of GOA, Fulton continues a major stockholder in it.

Today, GOA may do 20% of the volume of all 900 operators. With companies in which it holds a substantial interest, its industry share may be one-third. Second in size is Foster & Kleiser Co., on the West Coast, which may represent 12%.

The Department of Justice claims

In North Carolina the South's Leading State



*One out of every five
sales dollars are spent in the
Growing Greensboro Market*

YOU CAN COUNT ON the Growing Greensboro 12-County ABC Market to deliver at least ONE-FIFTH* of your North Carolina sales! . . . In percentage of increase in retail sales (1948 over 1938) the Growing Greensboro Market ranks NINTH IN THE NATION!**

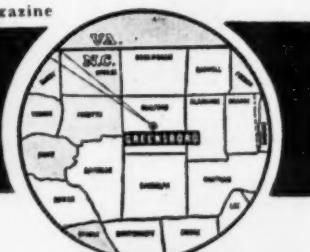
. . . Tie a string around this area's 600-million dollar buying power . . . Wrap it up in one package—in the only single medium that single-handed can do the job!

*70% coverage of the Greensboro 12-County ABC Market—
and selling influence in half of North Carolina!*

*Sales Management Figures. **Modern Industry Magazine

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



FILMOSOUND works for J. I. Case Company



Employees of J. I. Case Company viewing film on modern farming



No Sprocket Hole Damage
Exclusive Safe-Lock sprockets literally stand guard over film! Incorrect film threading is prevented. Film damage cannot possibly occur. This new construction makes Filmosound even easier to thread than before.



Single-Case Filmosound

For 16mm sound or silent films. Governor-controlled gear drive assures constant film speed. Metered lubrication. Weight only 35½ lbs. with 6-inch built-in speaker. Other models also. Write for further information.

THE J. I. Case Company of Racine, Wisconsin has prepared a number of movies showing the most modern and progressive farming techniques. These movies are shown to company personnel, community groups, and students.* Case dealers use the films at farmer meetings.

And for these extensive showings, the J. I. Case Company uses more than 30 Filmosounds. This company has found that these precision-made projectors mean more hours of clear, lifelike pictures, the best in full, natural sound. The Filmosound is easy to carry, simple to operate.

To use movies to best advantage in your company, make sure you show them with Filmosound. Your nearby Bell & Howell special representative will be happy to explain to you the many advantages of using Filmosound.

Guaranteed for life. During life of the product any defects in workmanship or materials will be remedied free (except transportation).

*Sound and silent films alike are offered free of charge to teachers, county agents, program chairmen of farm groups and others interested in advancing farming methods. Write to: J. I. Case Company, Racine, Wis.

You buy for life when you buy

Bell & Howell
Chicago 45

GOA and F&K are closely allied, and "divide the U.S.A." between them, at the Rockies.

In Federal Court in Chicago last June 30 it filed separate actions against GOA and against OAAA and some of its regional and state associations.

GOA would be required to dispose of stock in some 50 outdoor plants, reportedly acquired since May 7, 1929, when GOA, F&K and OAAA entered into a consent decree to sell half of its facilities in exclusive markets of 50,000 or more population, and to sell its reported 70% interest in OAI voting stock.

Also, GOA would be enjoined from "requiring or suggesting" that advertisers and agencies use GOA markets to the exclusion of others.

OAAA would be enjoined from restricting membership to, and working with, only one plant in a market. It would have to permit any qualified operator to join, and on payment of a "reasonable, nondiscriminatory fee," to give any operator its statistical, structure specification and other services.

Government's Case

The Government charges:

1. That directly and through subsidiaries, GOA operates in 1,500 places with 31 million population, among which only 10 produce competition. Among 43 key GOA cities, it is charged, only seven — Akron, East St. Louis and St. Louis, Kansas City, Kan., and Mo., Louisville and Oklahoma City — have competition.

2. That on a 5% commission basis, OAI sells national advertising for 700 operators, including GOA and F&K.

3. That GOA launched and dominates OAI — owning 70% of its capital stock.

4. That not only has OAI exempted GOA from paying the 5% fee on "certain national accounts," but between 1936 and 1949, inclusive, GOA has received 70% of the



dividends, on payment of only 34.4% of the dues. . . .

The Justice Department notes that a nationwide "100" showing involves 13,000 contracts with plant owners for 24,000 posters, at \$400,000 a month. For data on these facilities agencies, or NOAB, go to OAAA.

It finds that the status of agencies in outdoor has become "firmly established," and charges OAAA and its members with "unlawful combination and conspiracy" to boost agency commissions from the former 10% to 16 2/3%. Thus they "increased the price of outdoor advertising to national advertisers" who placed their posters direct.

If U. S. Wins . . .

A Government victory might end the agency commission system—as paid by *all* media. OAAA could not require a plant operator to pay a commission nor accept a "sublet contract" from an agency. The operator could deal "directly with national advertisers," and could sell his space on whatever basis he chose.

Counsel for GOA said that it has "scrupulously tried to observe and live within the antitrust laws;" that its proportion of total advertising volume is "relatively small," and that "the charges are without factual or legal foundation."

But neither GOA nor OAAA has sought to defend themselves in the press.

Meanwhile, OAI continues to discharge its "responsibility for the entire national outdoor advertising volume," Fulton told *SM*. "Our constant, continuing policy is to expand their use of it, to keep them at it, and to bring in new users."

Among organizations of both advertisers and agencies, he added, OAI sells outdoor "from the top down."

It aids them in research, plans and estimates, copy, visuals and art, marketing and merchandising.

And ideas.

During OAI's 18 years:

1. The national advertising volume in 24 sheets and "paint" has multiplied 3.6 times;

2. A lot has been done to level "cold weather valleys;"

3. From 1935 to 1949 the number of "national" users grew from 461 to 638;

4. While many established users continue and expand, new users and new classifications have been sold on the medium;

5. Advertisers and agencies have learned how to use outdoor more effectively.

Between 1935 and 1950, while second and third quarter volumes rose 161% and 165%, first quarter volume soared 270% and fourth quarter, 232%. Coca-Cola, for example, has expanded from eight months to 12. Such winter advertisers as antifreeze, tire chains and cough preparations now run short-term campaigns. Plenty of people are outdoors to see them.

Perhaps half of the entire national volume is still automotive and beer. (In 1949 beer took \$16 of the \$78 million.)

Also, a dozen large advertisers, in these and other industries, still account for about one-third of the total of all 638. The 25 largest for 1949 include 12 motor car, tire and gasoline firms and five brewers. But there are also four food and two soft drink firms, a distiller and a chewing gum maker. Led by Chevrolet, Coca-Cola and Ford—each spending \$3.5 to \$4 million—the top 25 in 24 sheets and "paint" last year were:

Chevrolet, Ford, Nash, Dodge, Oldsmobile and Lincoln-Mercury cars; General and U.S. tires; Gulf, Amoco, Shell and Esso gasoline; Budweiser, Schlitz, Pabst, Ballantine and Blatz beer; Heinz, Kellogg, Swift and Sunshine foods; Coca-Cola and Canada Dry, Schenley whiskies, and Wrigley's gum.

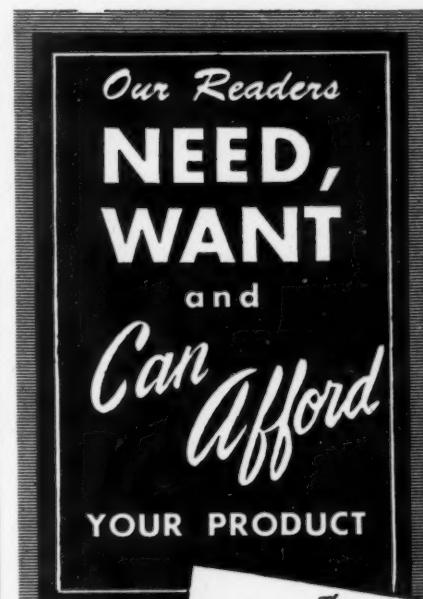
Most of the largest are "loyal" users. In a list of 38 representative national advertisers who have used outdoor every year since 1932 appear 14 of the current top 25. Heinz, in fact, has been outdoors for more than a half century; Wrigley for 46 years; Kellogg for more than 25.

Veteran Users

Among veterans of at least 18 years are Chevrolet, Ford and Dodge; Amoco, Atlantic, Cities Service, Conoco, Esso, General, Gulf, Humble, Shell, Socony, Standard of California and Ohio, Tidewater Associated and Union oil; U.S. Rubber; U.S. Industrial Chemicals (antifreeze); Santa Fe and Southern Pacific railways; Coca-Cola and Wrigley; Budweiser, Blatz, Pabst and Ruppert beer; Continental and Langendorf United bakeries; General Foods, Swift and Morton Salt; Duncan and M.J.B. coffee; Jantzen Knitting Mills; Fuller paints.

But outdoor is still relatively weak in such groups as tobacco, soaps, drugs, toiletries, appliances, radio-TV receivers.

Just before the war, Chesterfield and Camel were spending about \$2 million each in outdoor. Lever Brothers was using it at a \$1.3 mil-



No other industry is so consistently publicized, so rigidly controlled by health boards, so widely inspected by the public, and as a result so progressively maintained as the dairy industry. And because milk and milk products are necessary in the human diet and in demand during any economic condition, dairy plants are always eager TO BUY . . . ALWAYS ABLE TO BUY.

WHY OLSEN PUBLICATIONS?

Each Olsen Publication is tailored to a particular phase of the dairy industry. Each has the largest circulation at the lowest cost per thousand. ABOUT 75% OF THAT CIRCULATION IS IN THE "BUYING ZONE" . . . plant owners, managers, superintendents, etc. . . men whose principal interest is their business and how to make it more profitable. That's why Olsen Publications afford a plus-value in reader-quality, reader-response and reader-purchasing power.

WRITE FOR MARKET DATA

THE OLSEN PUBLISHING CO.
Publishers for the Dairy Industries
1445 N. 5th St., Milwaukee 12, Wis.

REMEMBERED — Sunoco's buckeye photographic treatment gets a record "observation" mark in Philadelphia from Marion Harper's Posteratings.



Prolong the life of your engine

use

SUNOCO
Motor Oils

LEADING CHOICE OF AUTO ENGINEERS

lion rate as a basic medium to introduce Swan soap.

Recently, Chesterfield returned. Camel is coming back. Philip Morris is making its debut in New England. Lever now promotes Lux generally in outdoor, and Procter & Gamble is testing Sheer detergent. Although all the big distillers use spectaculars, Schenley and National (for PM blended whisky) are the only ones making sizeable use of 24-sheet posters.

In a "typical list" of converts of the last three years, Fulton includes Cadillac, Packard, Studebaker and GM's United Motors Service division; Century and Dunlop tires, and Socony's White Eagle Division. And the widening base of outdoor's revenue appears in such names as General Electric and RCA; Vick Chemical; Birds Eye and Snow Crop frozen foods; Borden of California, Campbell Soup, Carey Salt, Kingan meats, Libby, Quaker Oats, and several bakeries.

More national advertisers now make 24-sheet posters a basic part of factory-retailer cooperative and dealer-help programs.

Of 45 co-op accounts in OAI's current catalog for plant owners, nearly half are makers of appliances, heaters, radio and TV sets—includ-

ing Admiral, Bendix, Crosley, Frigidaire, G-E, Hotpoint, Kelvinator, Philco, RCA, Servel, Westinghouse. Lewyt Corp., Brooklyn, has just added posters to its co-op program.

(For different products G-E offers 19 poster designs.)

The appliance and electronic companies, and several makers of farm equipment and tires, divide poster space costs 50-50 with dealers. Various clothing, shoe, watch and luggage manufacturers provide posters as "helps," but don't share the cost of space.

Film Case Histories

To augment the efforts of its 38 salesmen, operating from 12 offices, OAI has begun to produce slide films to show the organizations of advertisers how their own outdoor program functions. Thus far, films have been made for Pabst, Kellogg, Coca-Cola and Philip Morris. In the works are films for Heinz and Socony.

Most advertisers think that outdoor, especially 24 sheets, should provide more flexibility: They should be able to buy, if desired, the Northern Bronx or the Italian-language section of San Francisco. Why must they have to contract for space at

least six months in advance (when they can get it!), and why must they cancel at least 95 days before first posting?

But they admit that in some respects the plant owners do step in at the right times — working with weather bureaus to post antifreeze ads when temperatures below 32 degrees are predicted, and revealing new cars on the exact day of their announcement.

The discount structure—or lack of it—is a matter of special concern to the recently reactivated Outdoor Group Steering Committee of the Association of National Advertisers, of which Storrs J. Case, Sun Oil Co., is chairman.

The general failure of the plant owners to provide continuity discounts, Case says, "results in the best customers getting poor treatment."

(One exception is Walker & Co., Detroit, which now gives 5% and in 1951 will start giving 10% for continuity.)

Since V-J Day 24-sheet rates have risen about 23%. Are advertisers getting 23% more circulation or impact for their money?

The outdoor industry has not yet specific over-all figures to prove it. OAI estimates that the cost today is 13½ cents per thousand viewers per

THINK! ACT! WORK!
for America
AMOCO
AMERICAN OIL CO.

OUTDOOR GOES BACK TO WAR
On 3,500 24-sheet panels, American Oil Company reminds millions that the cold war has started to boil.

Now—Kimberly-Clark brings you

Premium Papers at Economy Prices!



HOT OFF THE PRESS—WITH SPARKLING NEW LEVELCOAT SALES APPEAL!

Now you can make every impression a far better impression—without an increase in printing cost! For Kimberly-Clark's four new fully-coated Levelcoat* papers with new fiber, new formula, give you premium quality press performance and reproduction—at the cost of ordinary paper!

You'll see new whiteness and brightness, feel new smoothness, in all four 1950 Levelcoat papers. In make-ready, on large or small presses,

you'll discover new economy and dependability. Finally, in comparing reproduction with that of any other paper, at any price, you'll agree there's a striking new difference in the quality of printing achieved—with less waste—on 1950 Levelcoat.

So regardless of your paper requirements—for long runs or short runs, for advertising pieces, magazines or house organs—look to Levelcoat for printability at its best.

Before choosing any printing paper—Look at Levelcoat

New HIFECT*—with sulphate-cooked fibers added, permanence, foldability, dimensional stability make Hifect ideal for covers or any fine letterpress printing.

New LITHOFECT*—for offset printing, Lithofect provides a moisture-and-pick-resistant coating. Offers outstanding foldability. Renders colors without loss of density.

New TRUFECT*—whiter, smoother, folds even better than before. Trufect, for letterpress, offers faster ink setting time, greater press dependability, finer reproduction.

New MULTIFECT*—an economy sheet for volume printing. Now Multifect has added strength, better foldability, greater uniformity ream-on-ream than ever before.

OCTOBER 1, 1950



From logs to chips in 60 seconds! After whirling blades reduce logs to "postage stamp" chips, screens remove oversize pieces. It's part of the carefully *integrated* system whereby all raw materials, machinery and processes are produced or controlled by Kimberly-Clark—giving you the finest coated paper in this market.



Egg beater a la Kimberly-Clark! Automatically-controlled room-size beaters blend LongLac sulphate pulp with other raw pulps. This exclusive ingredient—plus the new white clay coating formula—is the secret behind a super-smooth 1950 Levelcoat with broad ink affinity, dimensional stability, and brilliant new whiteness.



Ever picked a pick resistant paper? You have—if you've picked Levelcoat! And just as this picture shows the test for opacity, so does Kimberly-Clark test each lot of paper for *pick resistance*. They're just two of the 79 checks that assure, in new Levelcoat, the press performance and reproduction of *higher-priced paper*!

KIMBERLY-CLARK

CORPORATION

NEENAH, WISCONSIN



*T. M. REG. U. S. PAT. OFF.

WHO'S WHO IN OUTDOOR

Association Heads

INDUSTRY SPOKESMEN: Kerwin H. Fulton, president of Outdoor Advertising Incorporated (left) and Edward C. Donnelly Jr., president of Standard Outdoor Advertising, Inc.

Below, left to right: Myles Standish, president of Outdoor Advertising Association of America; Henry T. Ewald, Campbell-Ewald Company, chairman of National Outdoor Advertising Bureau, and V. H. Pelz, managing director, Traffic Audit Bureau.



Outdoor Leaders

REPRESENTATIVE OPERATORS: George W. Kleiser (left) of Foster & Kleiser Company, San Francisco, and B. W. Robbins, General Outdoor Advertising Company, Chicago.

Below, left to right: Douglas Leigh of Douglas Leigh, Inc., New York; C. D. Blessed, Walker & Co., Detroit, and J. A. Zimmer of the Packer-Central companies, Cleveland.



day, to a "100" showing. This figure is based on "net advertising circulation" as determined (in some markets) by relative visibility of panels and other factors. In 1935, the "NAC" as developed for plants covered by the Traffic Audit Bureau was 12.8 cents, and in 1939, 11.8 cents. Some large city plants now figure their rate at 5½ cents. (Since prewar Chicago's has risen from 6.3 to 8.2 cents; Philadelphia's from 7.5 to 9.5 cents.) In small towns it may go to 20 or 25 cents, or more.

But probably 24-sheet costs have at least kept in line with the average rate per four-color page per thousand (and outdoor is a color medium) in leading magazines — which declined from \$4.19 in 1935 to \$3.65 in 1940, but by 1949 had risen to \$4.07. The daily and Sunday newspaper milline rate (per line per million circulation) was \$3.29 in 1935, \$3.11 in 1940, and \$3.35 in 1949.

Higher costs, Case explains, "impose a greater burden of copy on the advertiser and his agency. More facts are needed on the effective use of outdoor."

Ratings Helpful

He believes that the continuing Posteratings by Marion Harper Associates, New York City, in Philadelphia and Indianapolis, and John E. Brennan's Poster Appraisal Service, Los Angeles, in several markets, are helpful. Sunoco itself employs George Gallup and Claude Robinson to pre-test all ads, including outdoor. Its district managers and salesmen check in all 18 states to insure that the company is getting all the positions it is paying for.

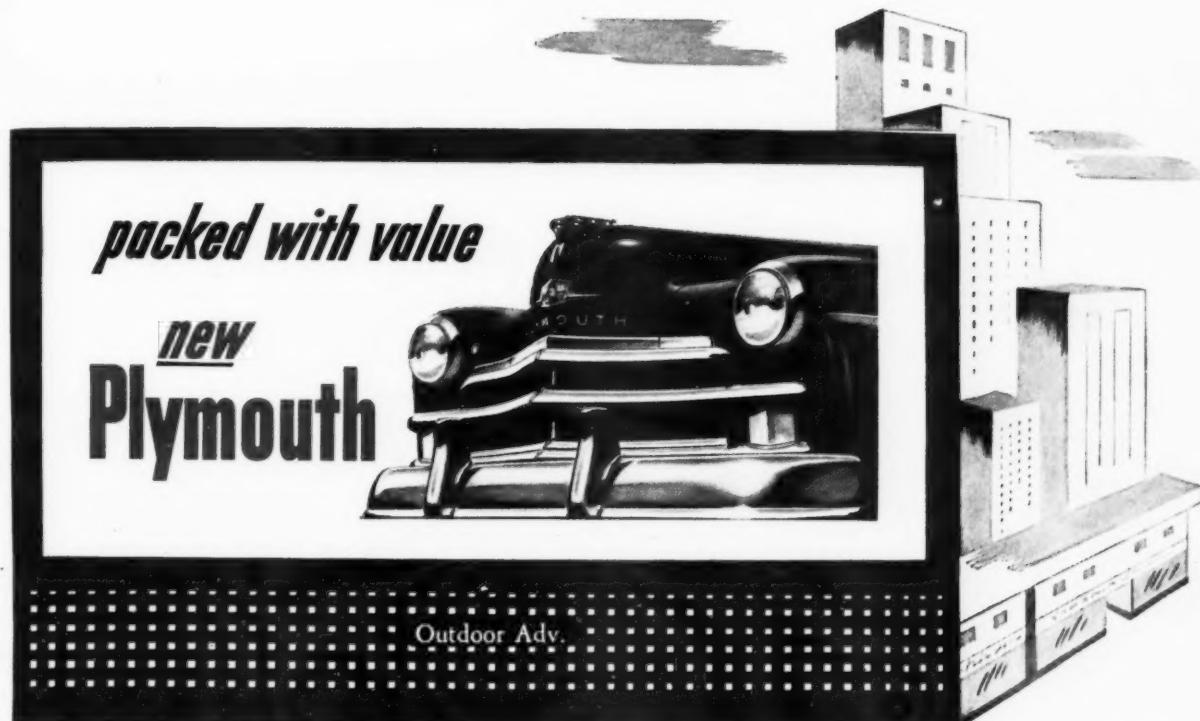
But a lot needs to be done to clear up the "mysteries" of outdoor circulation, coverage and impact. . . .

The initiative for launching Traffic Audit Bureau was taken by Turner Jones of the Coca-Cola Co. and the ANA. As a joint operation of the ANA, Four A's and OAAA, it was started in New York City in 1933, with Miller McClinton directing. Dolph Odell of General Motors is now president and V. H. Pelz managing director.

Before TAB closed for the war in 1941, circulation reports had been made for 8,000 towns—including all in OAAA and some non-OAAA.

These were based, first, on traffic counts made by TAB of principal routes covered by each plant, for data on each poster panel and painted bulletin. This "gross circulation" was turned into "effective circulation" by allowances for passersby who might miss the ads. "Effective circulation"

SHORT COPY sells automobiles



"Outdoor advertising makes its dramatic impact upon our prospects every day of the month. Its repetitive influence tells our advertising story in colorful, convincing poster copy, and tells it locally at a uniformly low cost per thousand, regardless of market size."

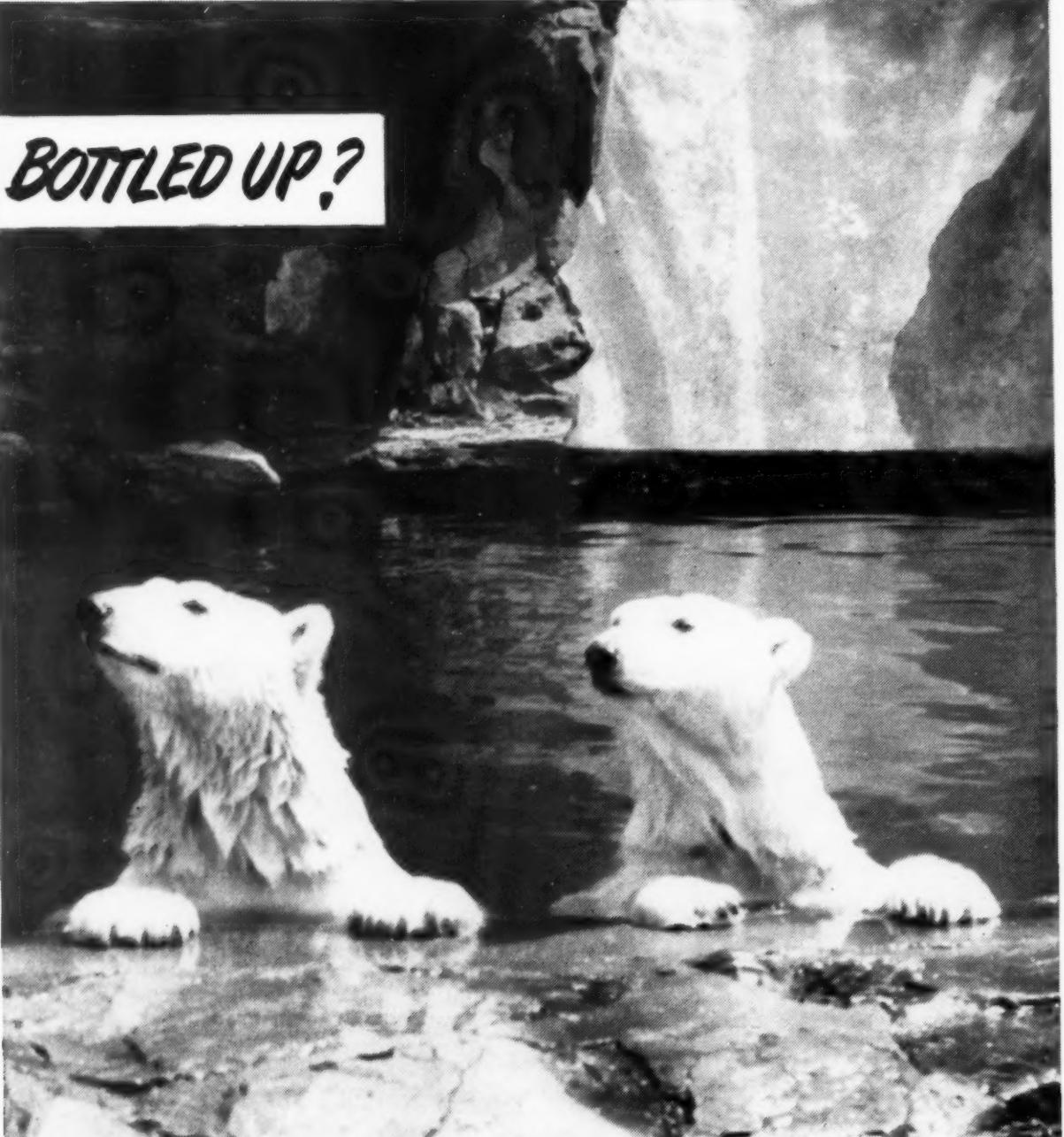
H. B. Heberling
H. B. HEBERLING
Assistant General Sales Manager
PLYMOUTH DIVISION OF CHRYSLER CORPORATION

One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

The Standard Group
OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • WHITMIER & FERRIS CO., INC. • ROCHESTER POSTER ADVERTISING CO., INC.
RICHMOND POSTER ADVERTISING CO. • E. A. ECKERT ADVERTISING CO. • PORTER POSTER SERVICE
SLAYTON & COMPANY • THE HARRY H. PACKER COMPANY • BORK POSTER SERVICE
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK 22, NEW YORK



BOTTLED UP?

Sales are not bottled up when you use the Pittsburgh Post-Gazette—It sells the entire Pittsburgh Market!

Three million people live within a 50-mile radius of Pittsburgh—two million of them surround Pittsburgh's ABC city zone—only one million live inside. Your sales manager gears his sales plans to this pattern. You can gear your advertising plans to the same pattern by using the Post-Gazette. It alone

gives effective coverage both inside and outside Pittsburgh's ABC city. It permits you to *route your advertising* as your sales manager *routes his salesmen*.

Pittsburgh
POST-GAZETTE

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

25 National Advertisers With Largest Outdoor Advertising Expenditures in 1949

American Oil Co.
Anheuser-Busch, Inc.
P. Ballantine & Sons
Blatz Brewing Co.
Canada Dry Ginger Ale, Inc.
Chevrolet Div. General Motors
Coca Cola Co.
Dodge Div. Chrysler Corp.
Esso Standard Oil Co.
Ford Motor Co.
General Tire & Rubber Co.
Gulf Oil Corp.
H. J. Heinz Co.

Kellogg Co.
Lincoln-Mercury Div. Ford Motor Co.
Nash Motors
Oldsmobile Div. General Motors
Pabst Sales Co.
Schenley Distillers Corp.
Jos. Schlitz Brewing Co.
Shell Oil Co.
Sunshine Biscuit Co.
Swift & Co.
U. S. Rubber Co.
Wm. Wrigley Jr. Co.

was regarded as 50% of the gross pedestrian and private car traffic, 25% of gross mass transportation. It was also the "least number that have a reasonable physical opportunity" to see an ad. Other factors were speed of traffic and angle of panel to it. Panels were rated in a "space-position valuation table."

Multiplying effective circulation of a panel by its space-position value, the plant owner found its "net advertising circulation." TAB field investigations and audits verified the plant statements.

Painted bulletins have not yet been audited.

Revived in 1946, TAB did not resume plant circulation audits until 1949. Over-all circulation data thus are nearly a decade old.

Last May, TAB reported on 47 cities or markets with 14.6 million population. With other applications made or pending, Pelz expects by next year to be able to report for about 40 million population of this country and Canada.

"Coverage" Differences

Among other things, the May report showed wide differences in individual plant "coverage." Also the "lit-unlit" panel ratio ranges from 60 to 100%.

Advertisers, and the new TAB, want to learn more not only about "exposure," but about coverage, repetition and other factors.

Early in 1946, in Fort Wayne, Ind., TAB made a pilot study, financed primarily by OAAA, with the Four A's and some company mem-

bers of the ANA also participating.

Based on personal interviews and one-day travel diaries, it was found that 76.2% of the people of Fort Wayne and surrounding Allen County (14 years of age and older) go out daily, and 60.2% follow travel routes that expose them to an average of 17.4 posters a day.

Friday pulled more out than any other day. They went for work, social, shopping, and other purposes, in that order—nearly half by car, then by foot, then by foot and mass transportation, etc.

Advertisers were pleased to learn, from identical-location TAB studies in Fort Wayne in 1939 and 1946, that gross circulation had risen 37.6% and effective circulation 28.7%. But the circulation predominantly was composed of people re-passing the same points.

The outdoor industry was *not* pleased to learn that, although a "100" showing in Fort Wayne is double a "50," the "50's" reached two-thirds as many people about four-fifths as often, per day. Also, remembrance of individual posters ranged from 24.8 to 38.3 for the "50's," against 23 to 44.5% for the "100's."

TAB stressed the need for similar studies in other markets before applying the findings to all outdoor. But OAAA balked. Advertisers insisted. Some said that in fact-production outdoor was "25 years behind other media."

After three years, not OAAA but big GOA decided to back another TAB study—in Cedar Rapids, Iowa.

Some 638 residents, 10 years and older, kept a 30-day diary.

The Fort Wayne report had been calmly detached. But promoting the Cedar Rapids findings last summer, GOA grew rhapsodic. An accompanying news release noted that "the impact of the average No. 100 showing . . . was almost exactly twice that of the average No. 50 showing."

Multiplying percentage exposed by frequency of exposure, and projecting this to all in Linn County of 10 years and more, the average "100" came up with "1,508,818 advertising impressions," as against 754,148 for an average "50."

And to keep advertisers not only free-spending but happy, the Cedar Rapids study did not show comparative poster remembrance. . . .

What Outdoor Needs

As president of Standard Outdoor Advertising, Inc., New York City, an organization of 23 big and little operators across the country, and of John Donnelly & Sons, Boston which has been engaged in outdoor advertising for exactly 100 years, Edward C. Donnelly, Jr., has taken some long and broad looks at what outdoor advertising needs:

"1. To work closely with advertiser and agency for more effective copy (and to keep them from going off the deep end);

"2. To build facilities to parallel population, buying power and penetration, with parallel coverage in big and small markets;

"3. To establish more correlation and individuality of panels, in positions to meet today's higher speeds;

"4. To encourage the constant improvement of the showing with a rate structure enabling the plant operator to deliver better service and locations of greater coverage and circulation potential. Thus, advertising costs could logically be reduced by improving the efficiency and coverage potential of showings;

"5. To educate plant owners to sell local accounts, and

"6. Continuously to sell and promote outdoor, vertically and horizontally, among all possible in advertisers and agencies."

In the last connection, he mentions the "endless turnover of personnel in these companies," and the problem of getting the newcomers "thinking outdoor."

For some years the Donnelly firm has made traffic studies of its own and kept informed of others, to place panels at nerve centers and junctions, usually in or near business centers. This enables an advertiser to "buy the whole market" without

spreading panels all over it. It sells advertisers on the minimum amount to cover a market; and thus spreads their money farther and makes space available for other advertisers.

Limited budget advertisers in Donnelly's New England and other territories are moved around in major markets for more coverage.

Donnelly increased the ratio of illuminated to non-illuminated panels (In Boston it now has more of the one than the other.), and charges by the showing, with no premium for illuminated.

More than one-third of Donnelly locations now are owned or under long-term lease — although costs of some, in 10 years, have risen 300%. Its overall costs in this period have climbed 89%, but rate per panel is only 59% higher. With more impression value, share of market covered and daily circulation, Ed Donnelly claims a lowering of advertising costs.

The firm emphasizes "50's" which are two-thirds the number of panels of "100's." In 1938 a "50" of 160 panels cost \$4,000 a month to reach an estimated one million or more people daily—or 9.4 cents a thousand a day. In 1945, 115 panels at \$3,712 did this job for 10 cents; in 1950, 90 for \$3,600 do it for 9 cents a day.

But, postwar, Donnelly plants have not yet been audited . . .

Outdoor leaders, and many advertisers, emphasize that outdoor should not be regarded simply as a supplementary or "reminder" medium. Poster copy usually is limited to 10 words—which ought to be good. And the illustration should have some sock in it.

The first outdoor impact tests were made in 1940 by Francis N. McGehee, then vice-president for sales of OAI and now a media consultant, and Researcher L. M. Clark in Syracuse. Their study won an Annual Advertising Award.

The "100 Best"

For 18 years the Art Directors Club of Chicago has cited the "100 best posters" annually. The 1949 winners were chosen by a jury of sales and advertising men from 751 entries. Grand awards went to Ford Motor (J. Walter Thompson); Atlas Supply (McCann-Erickson) and Coca-Cola (D'Arcy.)

Ford showed a proud, hat-tilted owner at the wheel: "Drive a Ford and feel the difference!" Atlas said simply: "Wanna start sumpin' with a tough youngster holding an Atlas battery. In an icicle setting appeared a glass, and on it the words, "Drink Coca-Cola."

"Art" may be one thing and consumer impact another. But in Marion Harper's studies this Ford poster pulled the highest median observation — 63 — among automobiles in Philadelphia last year. Although the Atlas or Coca-Cola winners at Chicago did not rank in Harper's "highest" group for either Philadelphia or Indianapolis, other Coca-Cola posters scored well in both.

The Art Directors' divisional "firsts" were a Heinz bean pot, Curtiss fruit drops, a blindfolded Ballantine beer drinker, Sohio "mileage," and "Don't put a cold in your pocket," for Kleenex.

None hit Harper's "highest" in either city. But other Kleenex and Ballantine posters were cited, for both. A Heinz ketchup ad rated high in Philadelphia. Sohio does not sell in either.

36,000 Interviews

Harper's Philadelphia work is now in its third and the Indianapolis in its second year. Both involve home interviews with different people three times in each 30-day posting period. Last year, 16,289 interviews were held in Philadelphia, 19,665 in Indianapolis.

Recent high marks for observation in Philadelphia went to a poster showing a youngster in a "soapbox" car reaching for Tastykake (Parkside Advertising) and a "Save at Sunoco" tire ad (Hewitt, Ogilvy, Benson & Mather.) They scored 68 and 67. Both were "100" showings. At the bottom of the list were two Ford "test drive" posters, in "12½'s".

Indianapolis winners for that month were Coca-Cola flower and "hospitality" posters, a Marathon gasoline leaping tiger (Stockton, West Burkhart) and Chevrolet "style car" (Campbell-Ewald.) Chevrolet used a "100," the others a "50" each.

Among all 779 posters covered by the Harper studies in their first two years in Philadelphia, record observation was noted for a Sunoco ad showing, in photographic style, a service station man, saying "Prolong the life of your engine—Use Sunoco motor oil — Leading choice of auto engineers." . . .

The outdoor medium has done even less in promoting its "facts" than it has in getting them.

Although OAI spends a lot of money for brochures, slide films, etc., the Lyndon Reports show that in 1949 it used only four pages in business papers. GOA uses \$100,000 in space. One company ran eight business paper pages and another, one. Several published newspaper advertising in their areas.

A growing promotional force for outdoor advertising has become Standard Outdoor Advertising—which last year spent \$65,000 for 52 pages in sales, advertising and other business papers, as part of a promotional total of \$85,000. Since its launching, in 1946, Standard has distributed 130,000 reprints of ads and 3,000,000 miniature, 4x6-inch posters. Last year a group of these little posters was offered by Lionel Corp., maker of model railroad equipment, as a premium in a 100 million-circulation, pre-Christmas campaign. Lionel is repeating the offer this fall.

For 1951, SOA will expand advertising to \$120,000 (through Walter Weir, Inc.), to include other business papers and *Business Week*, *Chicago Tribune*, *Fortune*, *Newsweek*, *The New York Times*, *Time*, *The Wall Street Journal*.

Addressing Standard's recent annual meeting, Weir emphasized that outdoor must win more friends, especially in higher corporate positions, and must increase and diversify its advertisers.

"Don't wait," he said, "until hard times cross the 38th parallel!"

SOA was brought into being by Ed Donnelly, C. D. Blessed of Walker & Co., Detroit, J. A. Zimmer of the Packard-Central companies, Cleveland, and others, to strengthen the standards, service, values and promotion of outdoor advertising.

SOA's Code

Its code covers well-located panels and uniform structures; prompt action on and full execution of advertising contracts, and policies on rate changes, discounts, merchandising of advertising, etc.

Parker James, New York City, is executive vice-president.

OAI also plans to increase advertising next year.

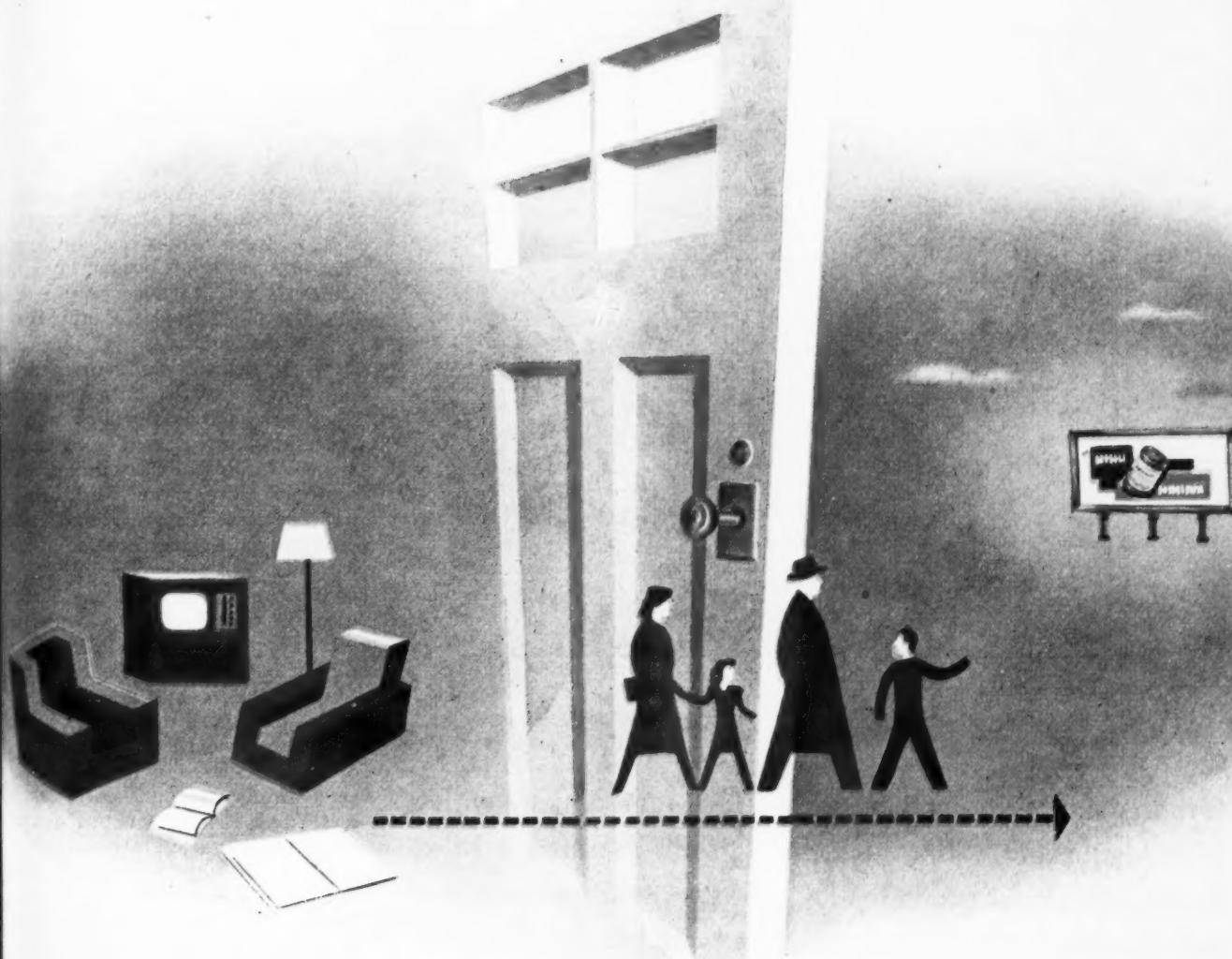
While new forces are at work for 24-sheet posters and "paint" other branches of outdoor are making progress.

Controlled by Frank H. Birch, Criterion Advertising Service, New York City, is the only one among 50 firms offering three-sheet poster service to operate nationally, as a "point of purchase zone" medium.

Criterion posters, 8x4 feet, are placed at eye level on the sides of corner stores in "naborhoods" where "98% of all food and 85% of all drug products are bought." The panels also are used for other types of products. They are limited to three non-competitors at each location and usually are changed monthly.

(Continued on page 146)

when **AMERICA'S FRONT DOOR** opens



OUTDOOR ADVERTISING TAKES OVER

83.1% of the people are outdoors every day!

OUTDOOR ADVERTISING INCORPORATED

60 EAST 42ND STREET, NEW YORK 17, N. Y.

Atlanta • Boston • Chicago • Cleveland • Detroit • Houston • Los Angeles • Philadelphia • St. Louis • San Francisco • Seattle

Why Retail Salesgirls "Eat Up" Formfit's Training Bulletins

Based on an interview with **WALTER H. LOWY*** • Vice-President, The Formfit Co.



"WHERE'S THAT GIRL WHO WAS WAITING ON ME?"

Other manufacturers play it straight—and usually with a heavy hand and a long face. But Formfit's lessons in salesmanship are couched in the lingo of the dressing room, and they sparkle with cartoon treatments of typical shoppers.

The Formfit Co., Chicago, has invested more than \$300,000 in the last six years in a continuing research and organizational program aimed to teach salespeople in all types of retail stores how to sell corsets, foundations and bras better. Primarily, this work has been carried on through what is known as The Formfit Institute. Strangely, the idea that has had the most to do with bringing the program to full success was born in the skies over Germany during bombing raids by the RAF. It shows how a chain reaction, affecting lives or business, can be set up; how far a little candle can cast its beam.

"One day a small group of execu-

tives of our company listened to a most amazing story of a selling job that had an important effect on the outcome of World War II," says Walter H. Lowy, vice-president of The Formfit Co. "It was a story of the use of psychology salted with common sense. After we had sat upon the story for a time, analyzing the reasons why it worked, we decided that a similar idea might be used profitably in peacetime business."

Mr. Lowy's story, told to a field reporter for SM, goes like this: Early in the unpleasantness over Europe, due to the methods of training England's fighters and bombers, that country's air wing had devel-

oped into a force carrying on a war in a routine manner. In other words the air force had settled into a rut. Each man did his allotted task—and nothing more. Gunners in bombers going to and returning from their targets, were caught reading the funnies or scratching love notes to their ladies. They depended on the fighting planes overhead for protection.

The air command was in a quandary. It wanted elan, alertness, enthusiasm for battle, efficiency without letup—and it was not getting it. Something in the training of the men seemed lacking. The solution, as all solutions must, came from the problem—in this case the gunners themselves. A bull session was on and this was overheard:

"Our officers don't talk our language," said a bright young flyer. "They talk too much about saving the taxpayer's dollar and such rot. What in hell does a man who thinks he may be killed in the next 15 minutes care about the taxpayer's dollar? Such mouthings don't interest us."

Working on that, an experiment was tried. Two men, one a writer and the other a cartoonist, were put to work. They got out a small leaflet. It told, in a down-to-earth way, what the command wanted the men to absorb. It was ribald and it used airmen's lingo and airmen's cuss words. It was no parlor stuff. It was bitter and penetrating. It burned with searing fire, but it carried one message after another like meat in a sandwich.

The first issue was 500 copies. In a day it was the talk of the air fields. The next time 1,000 copies were printed, then 1,500 followed by 5,000. Then they went all-out. The tempo of the attack was stepped up and the air force began to put ever-increasing terror into the raids.

Formfit executives, sold on the scheme, put out an order: "Find those two guys!"

They were found, eventually. Porter Henry, the writing man of the team, was a free-lance writer living

* See page 40.



"Excellent, my dear, excellent — the last word in related selling!"

on Long Island. John Faulkner, the cartoonist, was drawing satirical pictures for *Esquire Magazine*.

When they were rounded up for conference they were told: "We want you to prepare a campaign to teach the salespeople in stores throughout the United States how to sell corsets, foundations and bras."

"But we know nothing about such things!" they exclaimed, aghast.

"What did you know about bombing?" they were asked. "We want you to do this job, not because you know garments, but because you know people!"

"Not a Single Blush"

Ever since that day sales training letters have been going out from The Formfit Institute, which frankly talk the language, slang and patois of the women who deal foundations and bras to the female of the species.

Fannies are called fannies without a single blush. Those utilitarian and ornamental curves that Solomon described as twin alabaster hills are buzzums. Gals are gals and dames are dames and, describing them, "All look funny with some of their clothes off." Fat-on-the-midriff is sometimes a rubber tire and again a jellyroll. It goes on like that, and the sales women eat it up. That's where psychology gets in its licks because no one knows better than the fitter and

the sales woman that, like Judy O'Grady and the Colonel's Lady, they're all sisters under the skin.

No, it isn't all kidding. The kidding is to get attention; to make the sales crews read every line of the sales letters; to make them read those letters with interest and avidity because that's the way to make ideas stick. Sprinkled through the letters are "thinking paragraphs" like this:

"Few of us are in this business because it expresses any deep urge within our souls. We're in this business to earn a living. Period."

"We don't want any sermons on the joy of selling. But we can use any practical suggestions that will help us earn more dough, or to get a promotion."

"There are right and wrong ways of selling—and that's true about selling anything from brassieres to brooms, from corsets to carpet tacks, from girdles to gas-pipes."

"What the customer is basically interested in is not that handful of elastic and nylon and fasteners—she's trying to buy beauty, or glamor, or sex appeal, or poise, or comfort, or whatever else it is that appeals to women of her age and type."

"If all you are selling is corsets, she'll be willing to take the least expensive one that seems fairly satisfactory. But convince her that one particular corset gives her allure, or charm, or whatever it is she dreams about, and she'll break her neck—

and her bank account, if necessary—to have that garment."

"Don't sell a woman a garment . . . sell her what it does for her!"

"There's a market for quality merchandise and the way to get your share of it is to grab those undecided women, waltz them into the fitting room, and make them your customers for keeps."

"Don't be too quick to write off a customer as a cheap skate. The gal who's wearing a tattered slip may have an overstuffed bankroll."

"That slick chick with the extreme hair-do and too much lipstick probably wants the works."

"In deciding what models to show, consider the customer's architecture."

"If a woman is built like a sackful of lumpy potatoes, a good stout girdle compresses the billowing flesh and helps the poor gal look a little less like Santa Claus."

Customer "Rogue's Gallery"

One sales letter titled, "Some Customers You've Met . . . Unfortunately!" is a sort of rogue's gallery of characters. A couple of excerpts will show why the saleswomen loved this one. Samples:

1. The top-heavy type, or bottomless wonder, who wants her foundation to fit her like paper on the wall. Since she has practically no posterior to worry about, she gets insulted when you tell her it's necessary to allow for a little spread when she sits down. This gal is harder to convince than the average woman, who realizes she's somewhat broader when seated. To convince the bottomless wonder, fit her as tightly as she wants and then ask her to sit down.

2. The character who wants a soft pull-on girdle in size 34! Although you can't say it in these words, you want to tell the lady that you can't control a landslide with rubber bands. Recommend treatment: Get her to try on a garment with plenty of support and show her how it helps to control her beam width when she's seated.

It goes on into other characters: The girl whose flesh bubbles up where the girdle ends.

The woman who has attained the middle-age spread but resists a corset the way a wild horse bucks at a saddle.

The woman who just *won't* try it on and then brings it back screaming that it didn't fit.

The one who thinks all the tape measures in the world have been shrunk just to make her seem bigger than she really is.

Methods of handling all these and

such, without throwing into their teeth the insults they merit, and doing it with technique and finesse, are outlined in the various sales letters which train with a sense of elation. The sales folk are told that the lessons are compiled with the help of many of the most corset-wise women in the best corset outlets and department stores in New York City, Chicago and other cities.

A bit of advice on how to act in these changing times:

"During the war, when help was short, you could toss the garment to the customer and go off to wait on someone else, leaving her to struggle into it as best she could. Not any more. At every store we've visited recently we heard the same report: Customers are getting choosy again. They demand service.

"If you just leave her in the fitting room with the garment, she'll come out in a few minutes, tell you it didn't fit, and go off to some other store where she gets the attention she likes.

"When you get a garment with the proper fit, show a little enthusiasm. Point out what it does for her. Sell her on *her new figure*."

Then this:

"There's one fascinating thing about this business of selling, and that is that nobody can ever possibly learn *all* there is to know about it. Even if you've been selling corsets for 50 years, and you're the hottest little corset peddler this side of Timbuctoo, there's always something new you can learn . . . some new little angle or psychological tactic that'll help you run a bigger book than you're running right now.

"So, since we've given you a half dozen bulletins devoted to the details of fitting busts, bulges and backsides, let's get back to the subject of selling because that, after all, is where the pay-off comes.

"If you're an old hand at this racket, it'll help you to get out of your rut and get some new zip in your selling.

"Compared with the polished performances of life insurance salesmen, auto salesmen, or even good door-to-door peddlers, most retail store selling is pretty sloppy. Sure, you have some good alibis . . . noise, stock-work, shortages of help, wartime rustiness . . . but the fact remains that selling isn't nearly as good as it could be."

Really "Hep" Hints

Plumped in here and there in the series — and remember these sales training letters are written by men who know people — will be paragraphs along lines like this:

"Convince that woman that you're really *helping* her. Then you can sell her the carpet off the floor and a handful of fixtures and she'll go home thinking you're a *real pal*."

And this, for the salesgirl to chew on:

"The best salesgirl in the bra department, these buyers told us, will consistently turn in a book 40% bigger than the poorest salesgirl.

"The top salesgirl probably knows her stock better and she may have built up a following of regular customers, and probably she does more plain old honest-to-pete hard work."

Collect selling sentences, one letter advises. It borrows some of them from Elmer Wheeler, who one time probed corset departments to find out what made sales click. Here are four samples out of Elmer:

"It gives you a smooth, natural line."

"It's a perfect foundation for your

new dress and you'll hardly know it's there."

"It's as easily washed as your stockings, and doesn't require ironing."

"This garment is light in weight, but molds your figure beautifully."

One way to put sparkle in your selling is to have 20 or 30 of these sizzle sentences right on the tip of your tongue, and then:

"Where do you get these sentences? When you're not too busy listen to the sales talks of other girls in your department. Whenever you hear a sentence that seems to click, repeat it to yourself a couple of times and store it away in your memory.

"Swipe Good Sentences"

"Whenever your department runs a newspaper ad, or while you are thumbing through the ads in business papers, look for sentences or even brief phrases that you may be able to use in your own sales talk.

"Many of these ads, unfortunately, sound as if they had been written by a love-sick poet with a mouth full of mush. Try to talk to a customer about a 'gossamer creation' of sheer exquisite delight' and she'll think you're off your hinges. But now and then you'll find a phrase you can use without sounding like an art critic on an opium jag. And when you find a good sentence, swipe it. That's one form of larceny your buyer will approve."

Planned answers covering objections and stalls, the series says, are always handy and useful tools.

And then, there's the "just looker": "Just looking, thanks."

It says here in the lesson now being worked into story copy that the approach to the just looker is not, "Can I wait on you?" Better this: (pointing)

"That's a new girdle we just got in. It's especially designed to create the new silhouette." Or,

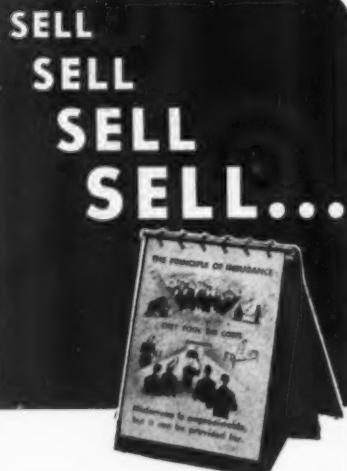
"This is the new Whizbang Whirlpool bra. Did you notice how the cup is designed to provide comfortable uplift and complete separation?" Or,

"We're closing out that line at a very special price. If we have your size it is a wonderful bargain."

Never, never, never anything like this:

"Okay, lady. Have fun looking."

Writing a series of sales letters can be fun and, if they are, there can be fun in reading them. Lessons absorbed with a touch of gaiety are more likely to stick in the memory.



SEND FOR FREE FOLDER

Sales Tools, Inc.

1220 W. Madison, Chicago 7

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YOUR PRODUCT LITERATURE MUST...
BE FACTUAL AND INFORMATIONAL...
BE ALWAYS READILY AVAILABLE...
GIVE THE DATE WHEN ISSUED...

If it is to do the proper job of selling
the electrical contractor

These are three of the ten points electrical contractors mentioned in a recent "NECA survey of their requirements for helpful product literature:

To serve electrical contractors with an improved product service and to assist manufacturers of electrical materials, equipment and tools in reaching this \$650,000,000 annual market for these items, a new product data annual—Electrical Materials Equipment Tools—is being issued in March, 1951, by Qualified Contractor. Product Data pages printed will be accepted for inclusion in appropriate product classifications. The index includes 11 principle classifications. Circulation is to the comprehensive Qualified Contractor circulation list of employing electrical contractors, electrical wholesalers, REA Co-op managers and other prime influences in the electrical purchasing field.

The data sheets will be included in a high quality, leatherweb looseleaf binder bearing the QC and NECA imprint. It will be furnished gratis to the QC controlled circulation list as a NECA Service to the industry. Contractors not only will use this book as a buying reference throughout the year but will use it as a sales tool in dealing with clients and architects in the design stages of a project.

Write for details and rates. A report on the NECA survey on product literature will be sent on request.

QUALIFIED CONTRACTOR

610 RING BUILDING WASHINGTON 6, D. C.
PHONE REPUBLIC 7308

*NECA is the National Electrical Contractors' Association, the trade association representing the \$1,500,000,000 electrical contracting industry.

..Another big Month in steady **MICHIGAN**



Think of the buying power *that* makes!
And that's just for August.

Every month is a big farm income month in Michigan. Here, farmers produce a wider variety of crops... therefore, have crops going to market every month. There's your reason for their big,

month-after-month buying.

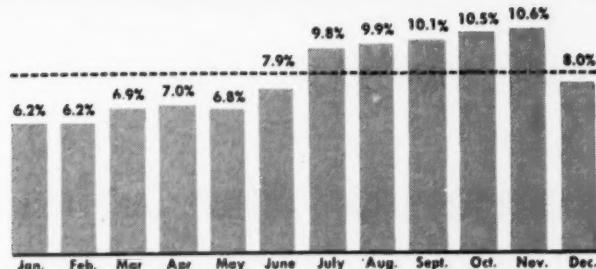
Add up all these advantages—big market... steady market... a market covered by one publication—**MICHIGAN FARMER**. Put **MICHIGAN FARMER** first in your advertising plans. It's *first* in influence in Michigan.



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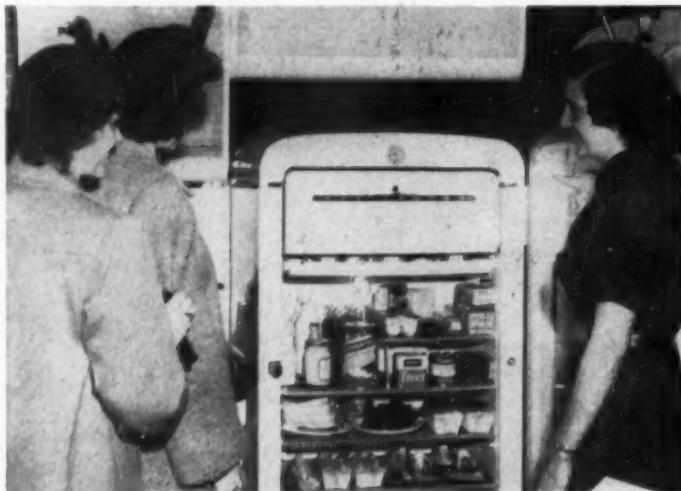
Steady Buying Power—Look at the month-after-month steadiness of Michigan farm income. Just as unique is the same steadiness over the last 100 years. Few other states we like it. Two that do match it are Ohio and Pennsylvania, served by THE OHIO FARMER and PENNSYLVANIA FARMER. Ask for the facts on all three. Write to 1013Y Rockwell Ave., Cleveland 14, Ohio.

Based on 3-year (1947-48-49) cash receipts from farm marketings.
Source: U.S.D.A. Farm Income Situation.



Michigan Farmer, East Lansing — The Ohio Farmer, Cleveland
Pennsylvania Farmer, Harrisburg

BY ROBERT L. COE*
Residential Sales Manager, Union
Electric Company of Missouri



MR. COE PRESENTS—as proof of his thesis that women can sell—Miss Lucie Tallarico, who copped top honors in Union Electric's most recent sales contest. Lucie is in Europe at the moment—having fun on some of her winnings. Pert and dark-haired, Lucie looks like the Girl-Next-Door. After she graduated from high school in Keokuk, Iowa, a job was waiting for her: stenographer and bookkeeper in her brother's appliance store. She stuck with it for three years. Then her brother got too busy servicing appliances to sell, and Lucie grabbed her opportunity. She threw away her typewriter eraser and went out to look for customers.

In the contest we have mentioned, Lucie out-sold 1,238 other men and women. Her record: In four months (completed installations only), 40 electric ranges, 57 water heaters. Says Mr. Coe: "An interesting thing . . . the salesman who was runner-up has been in the appliance business, to my knowledge, more than twenty years. He is an exceptionally capable man and has demonstrated his ability in many previous contests. In this contest he sold 24 ranges and 31 water heaters."

Lucie learned some of her pay-off techniques in the training course sponsored by Kelvinator. More from good books on selling. And a lot of the conviction in her sales talks comes from her own practical experience in her own Kelvinator-equipped kitchen.

What's wrong with women for sales work? After cutting through deep-rooted traditional thinking and social patterns concerning women in business, many considerations sustain the idea of women in new sales positions.

But we must analyze and—more important—understand individual problems of using women in new sales fields. We must start on the premise that salespeople are a unique group. They are not factory workers, office workers or executives. They must work independently, often under discouraging conditions. They must produce results.

From numerous studies which have been made, we recognize that definite basic characteristics are requisite to success: motivation, maturity, leadership, ambition, stability, industry, loyalty, and ability to get along with others.

Individuals who possess these qualities, when properly trained and supervised, have the best chance to succeed in sales work. But can these qualities be labeled "male" only? Are they not attributes of character manifested by both men and women? Or, more precisely, by *some* men and by *some* women? With the same care in selection which is necessary to select good salesmen, I am convinced that screening ratios for women would not vary very far from the norm, nor would resultant sales organizations.

It is reported that few direct selling organizations employing women have less than 100% turnover.

Such failures can be charged against management on several scores. First and foremost, of course, is failure to match the worker to the job (or poor selection). Smartness of appearance, cultural and personal charm are desirable qualities in a wife—but alone they won't guarantee success in a saleswoman.

Selecting persons with high I.Q.'s is not a substitute for adequate and sufficient training. Most sales jobs are not too difficult to learn. They generally require following a pre-established pattern. But that pattern needs to be really established and then re-established into a habit process with the trainee. This requires

Women on the Sales Force: We Like 'Em!

Two factors—tradition and prejudice—are retarding the more extended use of qualified women in selling jobs. Mr. Coe, who speaks from experience, believes business is generally overlooking this area of potential sales talent.

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MENT



When are you going to select those gifts you will want this Christmas for your customers and your salesmen—or your jobbers and dealers.

We have a fine selection of leather desk and pocket items* to suit your budget.

Our catalog will give you some good ideas. If you want to save time—*Christmas is approaching fast*—let us know the quantity you need and your price limits and we'll submit specific suggestions along with our catalog.

Write now—you will get an immediate answer.

* *If desired, they can be supplied with your ad—and individual names too—stamped in genuine gold.*

ADVERTISING CORPORATION OF AMERICA
TWO PARK AVENUE • NEW YORK 16
Factory • Easthampton, Massachusetts

Admiral Joins Reynolds



Admiral Jonas H. Ingram, U. S. Navy, retired, has been elected a vice president of the Reynolds Metals Company, Louisville, Kentucky. Like most other men who are getting ahead in business, Admiral Ingram is a regular Wall Street Journal reader.

time and drill practice. The woman of superior intelligence will become impatient, discontented, maladjusted on a strictly routine type of job—just the same as a man will. Good selection is first, but good training must be second.

It seems to me the slogan "A day's pay for a day's work" is particularly applicable to women. Selection of women for sales work should not be used as a device to sabotage wage scales. A successful woman is entitled to the same considerations as is a successful man. After all, you're buying *results*. What difference does it make if a male or female creates what you want?

Many persons believe that women are more emotional—over sensitive—less stable than men. Some women are. "Woman" has been used for the explanation of good and evil since the days of the Garden of Eden. On the subject of woman, more satisfaction apparently can be found for making sweeping generalizations about the way of all life than any other romance of the mind. The fact remains that there are hundreds of examples of successful women already in the selling field. That proves that there is a large potential for thousands more. They need only to be screened, trained, and effectively directed.

I am convinced that women can be effective salespeople in many different fields in which they are not now extensively employed. Effective selection, training, and supervision will do the job except for one consideration: *you*. Most of you don't want women salespeople. Oh, you may say "Yes, if I could get a good one, if I could train her, it would be all right." But the real answer is back in your mind: You have a feeling, justified or not, that a woman can't do the job of a man. I don't believe this is true and I believe that I can effectively prove that it is not true.

Women in Electrical Industry

The electrical industry has for years employed women salespeople. The sales jobs women have done are not always the most complex sales jobs. But I do know that the sales jobs women have done in the electrical field are a great deal more complex than the sales work in which men only are employed.

In our Residential Sales Division we employ well over one hundred saleswomen. Some of these women are doing strictly promotional jobs; others' efforts are being measured in terms of actual sales. I give you as

example number one the sale of electrical merchandise. True, you can go in and buy an electric iron and probably ask very few questions the ordinary salesperson can't answer. But—did you ever overhear the conversation between a salesperson and an electrical engineer relative to the purchase of an electric iron? A person with a technical background frequently wants to know what really makes the wheels go round. Yet our saleswomen have effectively sold hundreds of customers with a highly technical background.

Let me enumerate some of the things that our saleswomen must know and understand. In the first place they must have an understanding of our rate schedules, and that's no mean learning task in itself. Second, we have many policies affecting the connection and disconnection of our service.

What To Know

Our saleswomen must know that in certain parts of St. Louis we supply direct current and that automatically controlled devices such as an electric iron, refrigerator, ironer, roaster and others will not work on direct current. Furthermore, they must know why they won't work and the results that will accrue to the appliance when an AC device is used on direct current. They must know and understand the cycle of refrigeration. They must know and understand the correct methods of installing appliances such as electric ranges on customers' premises. These are all technical considerations and they are effectively discussed with our customers by saleswomen.

We have just completed an electric range and water heater contest for all of the dealers in our service area. We had 1,239 salespeople participating in the contest, including both men and women—and a woman outsold all others. Lucie Tallarico at Keokuk, Iowa, was the top salesperson. Out of these 1,239 salespeople in an area of one and a half million people, Lucie Tallarico sold more electric ranges and water heaters than any other person, and she didn't have the opportunity that the salesmen in St. Louis had.

We have other groups of saleswomen. They are called "Residential Service Representatives." There are 28 of them located in various divisions throughout our system. These women call on customers in their homes and they sell nothing but ideas. The ideas they sell range from lighting to the removal of moisture from the air of a basement by an electric



dehumidifier. They discuss the care, use and operation of flameless electric ranges, washers, water heaters, coffee makers, toasters, and all other uses of electricity in the home.

I would like to cite one of the field supervisor's reports of some calls made by Mrs. Elsie Tracy, one of our Residential Service Representatives. Incidentally, these Residential Service Representatives make a call every 1.3 hours. That's about six calls a day and we only record a call as having been made when the representative actually interviews and discusses the problem with the customer.

On February 15 Mrs. Tracy had completed her assigned calls and had some time left before the close of the business day. This is what Mrs. Tracy's supervisor reported on Mrs. Tracy's activities for the balance of the day:

"On February 15, Mrs. Elsie Tracy, a Residential Service Representative, had completed her assigned calls. She started calling on customers to whom she had not been directed and had never previously seen. She called on Mrs. Kastrup, Mrs. Hemmy, Mrs. Lutz and Mrs. Dalton, all residing in a 4-family flat at 1055-7 Theobald. Mrs. Kastrup had a 5-year old electric range. Mrs. Kastrup stated that she was very dissatisfied with the range and planned to move and purchase a new gas stove. Mrs. Tracy reviewed in detail the advantages of electric cooking and explained that Mrs. Kastrup's experiences were not typical. On the same day she completed calls on the remaining three women who lived in this 4-family flat.

Residential Service Calls

"Subsequently Mrs. Kastrup moved to a new home on Switzer Avenue in Mrs. Tracy's territory. Mrs. Tracy called on Mrs. Kastrup and found that she had purchased a new Westinghouse electric range and she very profusely expressed her appreciation of Mrs. Tracy's effort to persuade her to cook electrically. Since then Mrs. Tracy has been back to see Mrs. Kastrup to help her improve the lighting in her home.

"Since Mrs. Tracy's call on Mrs. Hemmy and Mrs. Dalton in February, Mrs. Tracy was assigned to call on Mrs. Hemmy and Mrs. Dalton as a result of their purchases of electric ranges. Mrs. Hemmy purchased a G-E range and Mrs. Dalton a Frigidaire electric range."

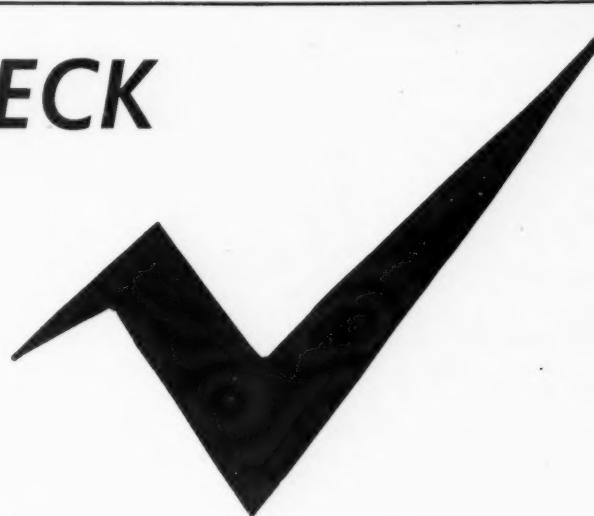
Yes, women can not only close sales, but they can create sales from general sales promotional work.

We have nearly 430,000 residen-

tial customers. They represent everyone—the butcher, the baker, the candlestick maker. Some live in mansions, some live in tenements, some are old and some are young. They represent everybody because within our service area everyone is our customer. They are scattered over an area of 3,810 square miles. These customers pay us a little more than \$3.50 each month.

The economics of the sales problem are that we have many customers and the cost of selling each is high if it is done by personal solicitation. Don't misunderstand. We do do some personal solicitation, but we also carry on many activities in which we reach customers in groups or we do what we prefer to call "mass selling." Actual work is performed by our home economists—all women.

CHECK



DOES YOUR FILM PRODUCER OFFER

- ✓ WRITING STAFF
- ✓ PRODUCING STAFF
- ✓ BUSINESS STAFF
- ✓ FULL FACILITIES

- ✓ QUALITY CONTROL
- ✓ DEADLINE GUARANTEE
- ✓ FINANCIAL SECURITY
- ✓ 37 YEARS' EXPERIENCE

You've heard it before and you'll hear it again . . . "There's no substitute for experience!" An ever-increasing group of sales managers is learning that 37 years of Atlas know-how is an important factor in the production of top quality motion pictures, slidefilms and television commercials. With complete creative, photographic, recording and laboratory facilities under one roof, we are equipped to handle any job, large or small, with speed and efficiency. Your inquiry is invited.

Atlas Film Corporation

Established 1913

1111 South Boulevard

Oak Park, Illinois

Going after the FARM MARKET?

Meet COUNTY AGENT

BRUNNEMEYER

*His O. K. packs a punch
in Winnebago County
Illinois*

Mr. H. R. Brunnemeyer, who recently completed 12 years as County Agent of Winnebago County, Ill., shown working on one of his radio talks.



Mr. Brunnemeyer typifies the most influential farm group in the country—County Agents, Vo-Ag Teachers and Extension Leaders. His sphere of influence covers:

Farm Administration
Agricultural Economics
Agricultural Engineering
Agronomy
Animal Science
Veterinary Medicine

Dairying
Entomology
Forestry
Horticulture
Veteran Aid
Soil Conservation

A quick look at Mr. Brunnemeyer's activities shows you the many places where he can put in a good word for your products—if you have his acceptance. During 1949, Mr. Brunnemeyer—

- Conducted 205 extension meetings
- Traveled 35,000 miles in farm service work
- Dictated 705 letters
- Made 777 phone calls
- Attended 69 night extension meetings
- Spent 22 days in state and district farm work
- Made 15 farm radio talks
- Had 5,928 office visits

Want his O.K. on your products? **Mr. Brunnemeyer says: "BETTER FARMING METHODS is one of the best agricultural magazines coming to my attention. It presents new methods of farming with improved equipment, fertilizers, insecticides, etc. I especially like the January Ag. Chemical Issue because it helps me in aiding farmers with their never-ending battle against corn borer, grasshopper, flies and other insects."**

CCA
20,945



Tip to you—present your message to Mr. Brunnemeyer and the other 20,944 farm leaders through their business magazine—**BETTER FARMING METHODS**. The January issue is especially designed to aid farm leaders with their recommendations on agricultural chemicals.

Business Magazine for Leaders who TRAIN and ADVISE Farmers

Better FARMING METHODS

WATT PUBLISHING CO., MOUNT MORRIS, ILL.

They organize demonstrations in our auditorium, in dealers' places of business, or, if necessary, in church and school halls throughout our service area. They put on demonstrations—sell by showing.

They have had audiences of only several people and they have had audiences of several thousand people. During the course of the year our home economists reach as many as 200,000 of the people in our service area. We have had 20% of the adult population present at demonstrations in some of our smaller communities.

These women are not teaching people how to cook. They are not there for the purpose of providing new recipes. They are there for the purpose of selling electrical living and proving by demonstrations that the electric range is a better, easier, cleaner, cooler and more thrifty cooking device. They are there to demonstrate and prove that the electric refrigerator is the only satisfactory method of obtaining satisfactory domestic refrigeration. They are there to prove that the electric water heater gives us all the hot water we want when we want it.

One demonstration that occurs to me was conducted in connection with Golman's Department Store in Festus, Mo. Golman's rented the local armory. A home freezer sales demonstration was given by one of our home economists and more than 400 men and women packed the armory. Before the evening was over seven home freezers were sold and 11 more were sold by Golman's Department Store the following day. Yes, we call it mass selling—but it results in individual sales.

We use home economists for much of the sales training work that is carried on for the hundreds of salesmen employed by electrical dealers in our service area.

There are real opportunities for women in sales work. War or no war, peace or no peace, there will be certain negotiations and sales jobs that must be carried on to build business. Many a firm that now has an all-male sales force could advantageously employ some women to sell.

COMING . . .

When Is a Man
Too Old to Sell?

Real Sales Training
For Sales Engineers

SALES MANAGEMENT

Readers' Service Can Furnish These Reprints

only had people. Our company as a service organization, adult organizations, communities, etc. are not providing for the living that is easier, a thrifty way to electrically satisfy our water we

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PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

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"Metropolitan New York Test Market No. One"

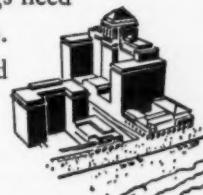
Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing BAYONNE, for only 9 cents a line... just peanuts compared with any other media giving the complete, concentrated coverage of

THE BAYONNE TIMES
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NEW BROOM

Sales meetings need a change, too.

Why not hold your next one here?



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N.J.
Operated by Leeds & Lippincott Co. for 60 years
Write for illustrated brochure No. 1



HAGSTROM'S
311 BROADWAY
DEPT. S NEW YORK 7, N.Y.

How to Sell Through The Mail Order Chains

II. Whom to see to get started

BY JAMES C. CUMMING • Vice-President

John A. Cairns & Co., Inc.

Mail order chains, with their individual annual volumes of thirty-three million to two billion dollars, offer manufacturers complete markets and national distribution through a single organization. What is the best way to make contact with these giants of distribution in order to sell them and keep them sold? Is it best to start at the bottom or the top?

You may prefer to work with top management when you sell small specialty stores, but the mail order chains are big—like a military establishment—and you'd better go through channels. The manufacturer who goes first to the merchandising vice-president or the merchandise manager or the supervisor will only have to work things out with the buyer later, and he'll not be too popular in that quarter when he gets there.

If you're accustomed to work with department store buyers, you'll find working with a mail order buyer a refreshing experience. The mail order man differs from his department store counterpart in many ways:

1. The mail order buyer concentrates on buying: The department store buyer is a department manager whose chief interest is in selling. Buying is only part of his job. The mail order buyer is exactly that. He buys, period. He is a technician—an expert on the merchandise with which he deals, and he may surprise you by knowing as much about it as you do yourself.

2. The mail order buyer is secure in his job: There's a certain turnover of buyers, of course. (In Montgomery Ward & Co. the turnover in some departments is fast.), but it doesn't hold a candle to the turnover of department store buyers. Once you start working with a mail order buyer the chances are good that you'll keep on working with the same man

*This is the second of a group of six articles by Mr. Cumming on how to sell to the mail order chains. The first appeared in *SM* for September 15. It dealt with the size and scope of the mail order field. The third article will appear October 15. Subject: Promoting the sale of your product.

for years to come, or that he'll be promoted to a better job.

3. Mail order buyers rarely—very rarely—cancel orders: Their practice is to estimate the sales potential of your item, place an order for 25% to 75% of that potential, and depend on you to back them up with the balance. Compare that with the way department store buyers cancel at the drop of a mark-down slip.

4. Mail order buyers don't ask for advertising allowances: They are keen judges of value, and don't keep pressuring for extra favors in the way of extra discounts which you can't afford to give them. They don't even send you the collect telegrams which are so annoying when they come from department stores.

5. Mail order buyers are specification buyers: This bothers some manufacturers but shouldn't if they realize that the buyer's ideas and suggestions can be very valuable to them. Make up your mind in advance to figure on the basis of the buyer's specifications.

6. Mail order buyers must see lines early: This may mean that an adjustment in your working schedules will be necessary in order to work them. For example, manufacturers of children's dresses have their samples for next fall ready for the mail order buyers in February or March. Department store buyers don't come into this market until the end of May.

7. Most mail order buyers have the dual responsibility of buying for their retail stores as well as for the catalog division: The only exception is Montgomery Ward, where some departments have separate retail and mail order buyers. Keep this in mind in discussing promotional plans; the buyer will be interested in separate plans for his two divisions.

8. Although you may prefer to see the mail order buyer on his home ground in Chicago, Kansas City or Toronto, you can see all of them, including the buyers for the Canadian chains, in New York City. In fact,

New York City is headquarters for many of them, especially those who work with fashion merchandise.

Starting with the buyer does not mean that you should *stop* with him. As in working with department stores, the smart manufacturer makes himself known and gets his story across to just as many people and as far up in the organization as he can go without looking silly.

Your next step above the buyer is the department head. In Alden's, Inc., and most of the mail order chains he is the merchandise manager. In Sears' Roebuck he is the supervisor. In Montgomery Ward he is the divisional manager. His work is similar to that of the buyer, but without the detail, and it is likely that if you start working with a mail order chain in earnest he will come to you before you find your way to him.

Getting to him isn't easy. You won't meet him just by telling the buyer you'd like to know his boss. And it would be a fatal blunder to go to him to complain about something the buyer has or hasn't done.

The best way to meet the buyer's boss is by bringing to the buyer a promotional idea that's too big for him to pass on alone. Almost any promotional idea answers those specifications, for the mail order buyer is not a promoter and he must take such matters up with his merchandise manager before they can be approved. Usually he will want your help in getting that approval.

Wide Meaning

What do we mean by promotional ideas? Almost any plan that will help to get more business for the chain from your item comes under that heading.

Last year, for example, the flannellette department of Simtex Mills went to the piece goods buyer of Sears, Roebuck with an idea for a contest which would, they felt, result in more sales of their flannellette which, in Sears, Roebuck is sold under the name of "Fairloom." The contest was to be promoted among schools giving home economics courses, and prizes were to be awarded for the best sleepwear and non-sleepwear garments made of Fairloom Flannelette.

To promote the contest Simtex offered the buyer:

1. A bulletin, describing the contest in detail, which could be sent to all store managers and division heads. This was prepared in the standard form of a Sears, Roebuck bulletin, and was submitted in layout form only so that it could be finally pro-

A TYPICAL SUCCESSFUL PROMOTION

(See text of article for full details.)

BIG KICK-OFF: (Right) Simtex Mills and Sears, Roebuck get together on a fall promotion for Fairloom flannelette. Simtex prepared the rough layout for these bulletins for store managers, in typical Sears style; it was produced by Sears. Printed back and front, it folds twice. The four quarters of the reverse side were devoted to: a title page promotion announcement; description of contest; outline of the promotion plan [with announcement of \$750,000 sales volume goal]; ideas for advertising and window display. Note how every inch of the space works. Sears are masters of the specific in copy-writing.

HOW TO DO IT: (Below) Rough layouts for suggested newspaper advertisements went to each retail store manager.

REACHING THE STUDENTS: (Below, right) A simple back and front letter-size sheet was sent to high school sewing teachers to stimulate their interest in having classes compete in the "Young Designers' Contest."

SEARS . . . Cotton Flannel Headquarters

Here's Why!

Remember 75% More . . . That's Your Goal!

Talk Up . . . Promote . . . Display Your Complete Stock

SALES TRAINING COUNTS

Check These . . . They Pull Sales

Fairloom Flannelette
Loomed by Simtex Mills

8 Ways Better!

Fully Washable
It's easy to wash Fairloom flannelette, yet it's specially treated to resist wrinkling and shrinking.

Vel-dyed Colors
Brilliant, bright and permanent colors are obtained by the Simtex process.

Woven-through Patterns
Delightfully beautiful woven colors are woven through the flannelette. A strong binding holds the pattern in place.

Flame Resistant
A fabric that resists fire, yet it's soft and comfortable.

Pre-Laundered
This exclusive Simtex process makes laundry easier.

Flame Resistant
Sear's testing organization has found that Fairloom flannelette is flame resistant.

Wool-like Softness
Sear's testing organization has found that Fairloom flannelette is soft and wool-like.

SEARS GUARANTEE
One year guarantee issued by Simtex Mills. If any garment made of Fairloom flannelette fails to meet the guarantee, it may be exchanged or repaired.

SEARS . . . Cotton Flannel Headquarters

Have a Complete Stock . . . You Can't Sell what you Don't Have!

SEARS
ROEBUCK AND CO.

Sanforized . . . vat dyed colors in
Fairloom Flannelette
Loomed by famous Simtex Mills

49c
yard

Enter the "Young Designers' Contest!"
Visit Sears fabric department
for entry blank and contest rules

Sear's Young Girls . . . Sear's

High School and Junior High Sewing Students

WIN UP TO \$250.00 IN CASH Plus a FREE

All expense trip to New York for YOU and your SEWING TEACHER

Fairloom
Simtex

YOUNG DESIGNERS CONTEST

Win YOUR share of the many, Local, State, and National Prizes! Put your idea for • New Fairloom Flannelette Sleepwear or • Some Other Original Practical Flannelette Fashion into sewing and WIN! Read about it NOW!

duced by the Sears, Roebuck department handling such matters.

2. A rules folder, imprinted with the Sears, Roebuck logotype, to be given away in the yard goods departments of the stores.

3. Copy for a training bulletin to Sears, Roebuck salespeople, telling them about the contest and how to promote it with their customers. This, also, was planned for production as a standard Sears, Roebuck training leaflet.

4. Layouts and publicity stories to be sent out from Chicago and released by the stores to their own newspapers for the promotion of the contest.

A promotion as important as this was too big for the buyer to handle by himself. He took it to the division's retail sales manager, who in turn took it to the supervisor. The supervisor then organized the entire contest so it could be co-ordinated perfectly through all the stores carrying piecegoods. It was, incidentally, a very successful promotion.

Whom to See

When should you go higher than the merchandise manager? Very seldom, and only when your product or your problem involves more than one department. It's usually such matters as quantity discounts and rebate arrangements that are taken up with the general merchandise office.

Sometimes a manufacturer of zippers or some other item which can be used on many items of mail order merchandise will offer a scheme of quantity discounts. This is a matter which has to be worked out with the general merchandise office. From that office a bulletin goes to all buyers explaining the rebate arrangement and suggesting that, wherever possible, they specify that item on the merchandise they buy.

They won't always do it. The buyer is still in command, and if he feels that the item offering the rebate arrangement is inferior in any way to another item he likes better, he'll specify the item which will, in his opinion, do the best job of helping to sell the finished merchandise.

Another handicap to such rebate arrangements is that the proceeds are divided among the departments that specify the item giving the rebate. Sometimes, as a result, the amount which would be received by the individual department is so small as to be inconsequential. To the manufacturer, on the other hand, the percentage discount may be so large that he will actually lose money on the deal—and in return will influence the buyer very little or not at

all. When this is the case, however, the general merchandise office explains the problem to the manufacturer in great detail, and it's a rare manufacturer who goes ahead with the discount deal when the merchandise office advises him not to.

Sometimes a deal is worked out with the general merchandise office for reasons entirely apart from the direct business that will result through the chain. A few years ago Lever Brothers decided that they were missing a large part of the farm market with their Lux advertising, and that the best way to reach it would be through the Sears, Roebuck catalog. Through the Sears, Roebuck general merchandise office they arranged a scale of payments for "Washable in Lux" advertisements in the catalog to appear as part of the description of many items of washable merchandise. The idea was to use the catalog as a general advertising medium for the promotion of Lux through all channels of distribution, but the result was to make Sears, Roebuck one of the largest single distributors of Lux.

A Canadian textile manufacturer who wanted a larger share of The T. Eaton Co. business went to the general merchandise office with a special fabric which would be exclusively Eaton's and which could be specified to the manufacturers of a number of different types of garments by the

buyers for several of Eaton's departments. The general office liked the idea, the buyers were called into consultation, and the new fabric went into volume production.

These represent the problems and propositions which should be taken up with the general merchandise office, and no buyer will feel that you are "going over his head" if you go there with suggestions as broad as these.

Higher than the general merchandise office a manufacturer should not go, except by special invitation. The functions of a mail order chain president, for example, are such that he will rarely come in contact with any but the largest suppliers of merchandise to his organization. The president must be a merchant, for he formulates his firm's basic merchandising policies. He must also be a financier and a personnel man, and if he is a promoter too, like Robert W. Jackson of Aldens, Inc., so much the better.

If you work closely with the buyer, study mail order chain methods so you can bring forward intelligent promotional ideas, and watch for opportunities to get better and better acquainted with as many people as possible in the organization, you'll find after a few years that your position with a mail order house is more solid than it could ever be with a department store.

SINCLAIR

WOW! look how it flies!

SINCLAIR-ice

You see Now!

15,000 SINCLAIR DEALERS are featuring this full-color window display tieing in with 13-week fall check-up campaign. Sinclair Refining Co. is announcing a new "Super-Power Anti-Rust" gasoline in more than 250 newspapers in 155 cities.

Over 80%*
of
Oklahoma's Retail Sales
are made in cities and towns where
**THE SUNDAY
OKLAHOMAN**
is read by 3 out of 5 families

Plus 59,096 FAMILIES
on farms and in towns under
2,500 who read the
SUNDAY OKLAHOMAN

The Sunday Oklahoman not only reaches 3 out of every 5 families in cities and towns of over 2,500 population in Oklahoma—it is also read by 59,096 families on farms and in towns under 2,500. Just think! At one advertising cost, you get all-state coverage in Oklahoma!

* The 1948 Census of Business shows that retail sales total nearly one and one-third billion dollars in the 80 Oklahoma towns and cities where The Sunday Oklahoman is read by 3 out of every 5 families. That's 80% of the total retail sales for the entire state!

**BIGGEST
SUNDAY CIRCULATION
of any newspaper in the
SOUTHWEST
regardless of city size**

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

The Oklahoma Publishing Company: The Farmer-Stockman, WKY-AM-TV, Oklahoma City
REPRESENTED BY THE KATZ AGENCY, INC.

Quad-Cities

Rock Island, Ill. Moline, Ill.
East Moline, Ill. Davenport, Ia.

Four Cities-One Market

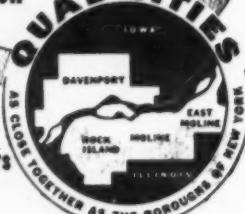
17.6%

Gain in Population
over 1940

233,012 (1950 census met. area)

80th U. S. market in
population

Highest Hooperated
Quad-Cities
Station



"Delivering
More Listeners
at a Lower
Cost"

WHBF AM-FM-TV
5000 WATTS
BASIC ABC

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of Station WHAS and Station WHAS-TV
337,851 DAILY • 265,610 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

Korea Is Publicizing A New Interview Tool

"Mighty-Mouse," a highly portable tape recorder, is being put to wide use by radio reporters at the front. It was being groomed for market research interviewers, but now —

For this war, Hollywood had a new tool ready for radio and newspaper reporters on the Korean front — a portable tape recorder which they could carry up to scenes of action to take down the actual speech of combatants, refugees, prisoners. Its tape could be put directly on the air for radio broadcasting, and in news reporting it had definite advantages.

Called the "Minitape," it is manufactured by the Stancil-Hoffman Corp., a new, small but rapidly growing organization in the heart of the film capital. It is about the size of a shoebox, and weighs under 15 pounds.

It is entirely independent of outside power, being operated by batteries that last up to three hours. These batteries are included in that over-all weight. There are other on the scene recorders, of course, but nothing as light and flexible as this.

Minitape was going along nicely, following a marketing plan devised by the manufacturers, and dealing with certain production problems, when suddenly, overnight, Korea put it in the news.

"Little Company Gets Big War Break!" is the reaction of a re-write man. "Yesterday an Unknown Inventor—Today World-Wide Fame and Fortune . . ."

Getting into the spotlight chiefly brought a rush of long-distance phone calls into Stancil-Hoffman's Holly-

wood office from people who wanted recorders and pleaded for immediate deliveries. Likewise the firm received inquiries from the military, who did not plead. The company already had a peace-time backlog.

In visualizing the market for this device, military uses have been taken for granted, to develop according to the international situation, and it is the civilian market that the company has aimed at since its incorporation in 1948.

Experimental work on Minitape started right after the war, in 1945. William V. Stancil, president, is an inventor of 10 years' standing in electronics, radio and movies. He holds patents on sound systems, and has various other inventions in hand, the recorder being the most advanced. Vice-president of the company is Hallock B. Hoffman, electronics engineer, with sound experience in radio, and a background of air force work in the war. He is the son of Paul G. Hoffman, of Studebaker and ECA. The company's factory in Hollywood is engaged as much in experimental work as recorder production, much of the latter work being contracted outside.

The device is a complete recorder, with a "mike" that can be concealed for candid interviews, amplifier, motor drive, eraser head, batteries, shoulder-strap carrier, and a simple "ON-OFF" switch. But it is a recorder only. Foolproofness is a strong feature, because it has been used on parachute jumps from jet planes, in submarines, and in other difficult situations. It is a finished machine, but at the same time its uses are still



"MIGHTY- MOUSE": It's formal name is Minitape and it weighs only 15 pounds, runs from batteries, and faithfully records sounds with broadcast fidelity. Urgent demands for equipment to be used in Korea have upset plans to develop commercial markets slowly through exploration of uses.

Where Do You Go For Business?

Because you do a volume business with big city retailers, or perhaps because you make most of your sales to wholesalers in leading metropolitan centers, you may think only of big city families when you think of sales volume.

But, did you know that Rural America comprises the largest single segment of our national consumer market — that more than twice as many families live in towns of less than 2,500 and on farms than in New York, Chicago, Philadelphia, in fact all the 14 cities of more than a half million population *combined?*

No matter to what big city you go, you'll find that its wholesalers and retailers depend upon out-of-town customers for much if not most of their sales volume.

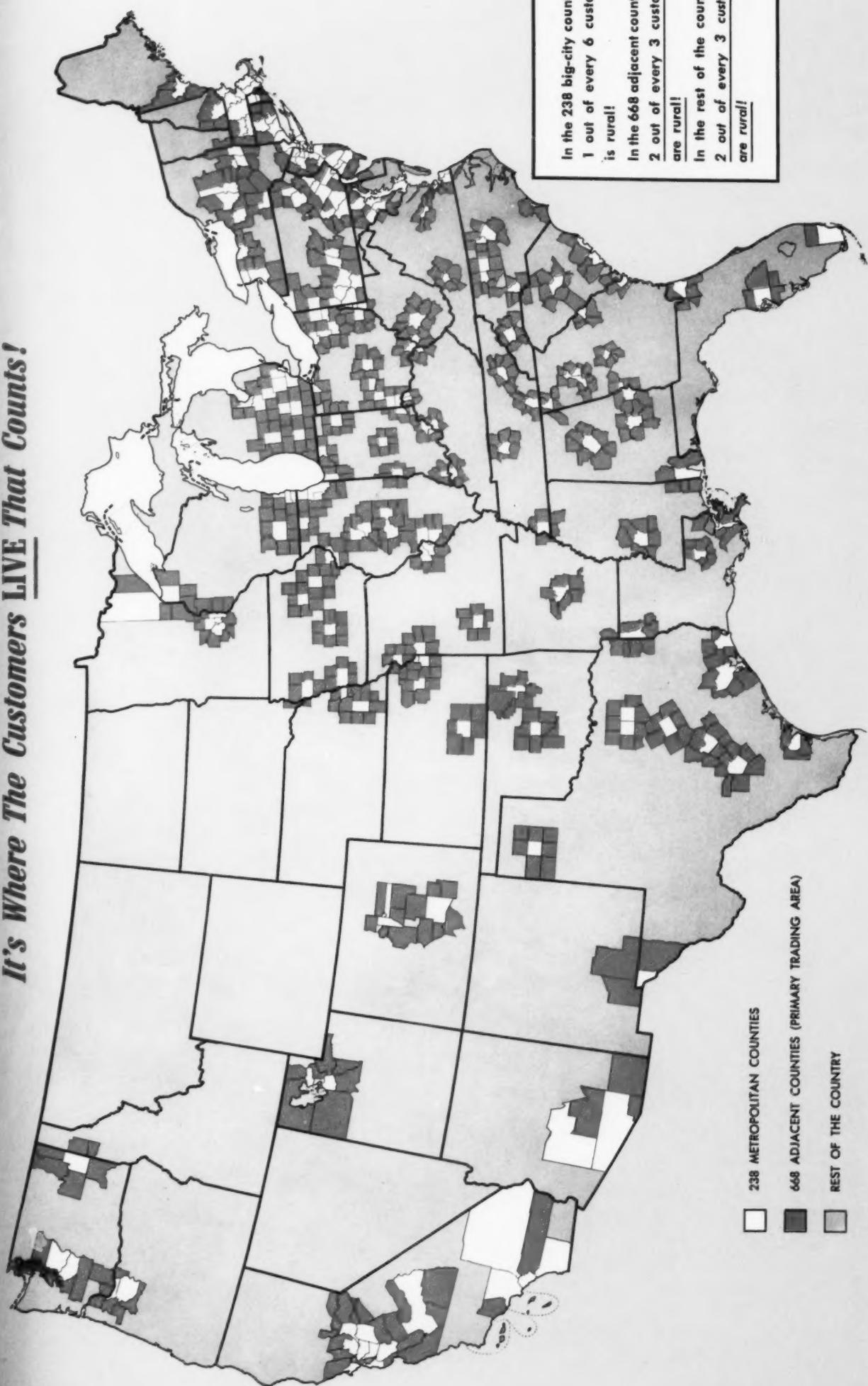
On your sales staff are magazines, "hired" to carry your sales story to customers where they live.

Do you know which magazine
is the biggest salesman of all
among these important out-of-
town customers? And why?





It's Where The Customers LIVE That Counts!



Farm Journal—Biggest magazine of all where half the customers of America live!

SYRACUSE, NEW YORK

Population: 212,500

Located in: Onondaga County—24% of whose residents live in rural areas

SYRACUSE



Circulation in city:

Life	15,209
Ladies' Home Journal	10,801
Better Homes & Gardens	7,629
Saturday Evening Post	7,402
Farm Journal	801

Circulation in Onondaga County, city excluded, where 79% of the population is rural, where, among other customers, live 5,180 farm families who spent \$19,209,000 at retail in 1948:

Farm Journal	5,658
Life	3,476
Ladies' Home Journal	3,258
Better Homes & Gardens	3,108
Saturday Evening Post	2,094



SIZE OF CITY
to 20,000 Pop.
to 50,000 Pop.
KEY TO SIZE OF CITY

Circulation in the four immediately adjacent counties where 50% of the population is rural, where, among other customers, live 13,295 farm families who spent \$60,322,000 at retail in 1948:

Farm Journal	11,410
Life	9,958
Ladies' Home Journal	7,724
Saturday Evening Post	6,616
Better Homes & Gardens	6,536

INDIANAPOLIS, INDIANA

Population: 424,523

Located in: Marion County—15% of whose residents live in rural areas

INDIANAPOLIS



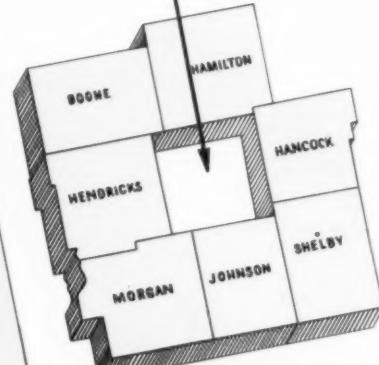
Circulation in city:

Life	
Ladies' Home Journal	
Saturday Evening Post	
Better Homes & Gardens	
Farm Journal	

Circulation in Marion 95% of the among other families who in 1948:

Farm	
Life	
Ladies' Home Journal	
Saturday Evening Post	
Better Homes & Gardens	

Circulation in county is 95% live in 1948:



KANSAS CITY, KAN.—KANSAS CITY, MISSOURI

Population: 541,042

Located in: Wyandotte County, Kansas, and Jackson County, Missouri—14% of whose residents live in rural areas

KANSAS CITIES



Circulation in cities:

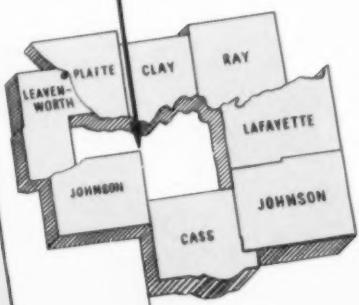
Life	24,227
Ladies' Home Journal	22,395
Better Homes & Gardens	20,479
Saturday Evening Post	18,872
Farm Journal	2,472

Circulation in Wyandotte & Jackson Counties, cities excluded, where 100% of the population is rural, where, among other customers, live 5,959 farm families who spent \$16,509,000 at retail in 1948:

Farm Journal	3,752
Better Homes & Gardens	2,422
Ladies' Home Journal	2,188
Saturday Evening Post	1,993
Life	1,931

Circulation in the eight immediately adjacent counties where 74% of the population is rural, where, among other customers, live 19,192 farm families who spent \$75,394,000 at retail in 1948:

Farm Journal	11,139
Ladies' Home Journal	6,297
Life	6,210
Saturday Evening Post	5,400
Better Homes & Gardens	5,308

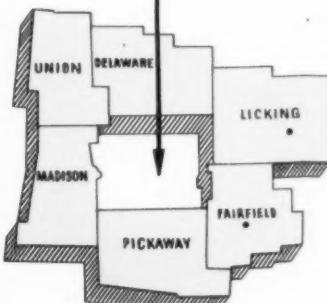


COLUMBUS

Population:

Located in: Franklin County—15% of whose residents live in rural areas

COLUMBUS



KEY TO SIZE OF CITY

- 10,000 to 20,000 Pop.
- 20,000 to 50,000 Pop.
- 50,000 to 100,000 Pop.

ANA

ve in rural areas

ulation in city:

Life	22,536
Ladies' Home Journal	20,876
Saturday Evening Post	15,567
Better Homes & Gardens	15,149
Farm Journal	2,537

ulation in Marion County, city excluded, where 95% of the population is rural, where, among other customers, live 3,293 farm families who spent \$12,952,000 at retail in 1948:

Life	2,963
Ladies' Home Journal	891
Saturday Evening Post	766
Better Homes & Gardens	550
Farm Journal	493

Circulation in the seven immediately adjacent counties where 74% of the population is rural, where, among other customers, live 17,193 farm families who spent \$76,980,000 at retail in 1948:

Life	12,044
Ladies' Home Journal	5,120
Better Homes & Gardens	4,781
Farm Journal	4,655
Saturday Evening Post	4,080

COLUMBUS, OHIO

Population: 338,101

only—15% of whose residents live in rural areas

Circulation in city:

Life	22,845
Ladies' Home Journal	19,540
Saturday Evening Post	14,111
Better Homes & Gardens	12,209
Farm Journal	2,489

Circulation in Franklin County, city excluded, where 71% of the population is rural, where, among other customers, live 3,817 farm families who spent \$14,052,000 at retail in 1948:

Farm Journal	4,133
Life	2,485
Better Homes & Gardens	1,811
Ladies' Home Journal	1,724
Saturday Evening Post	1,208

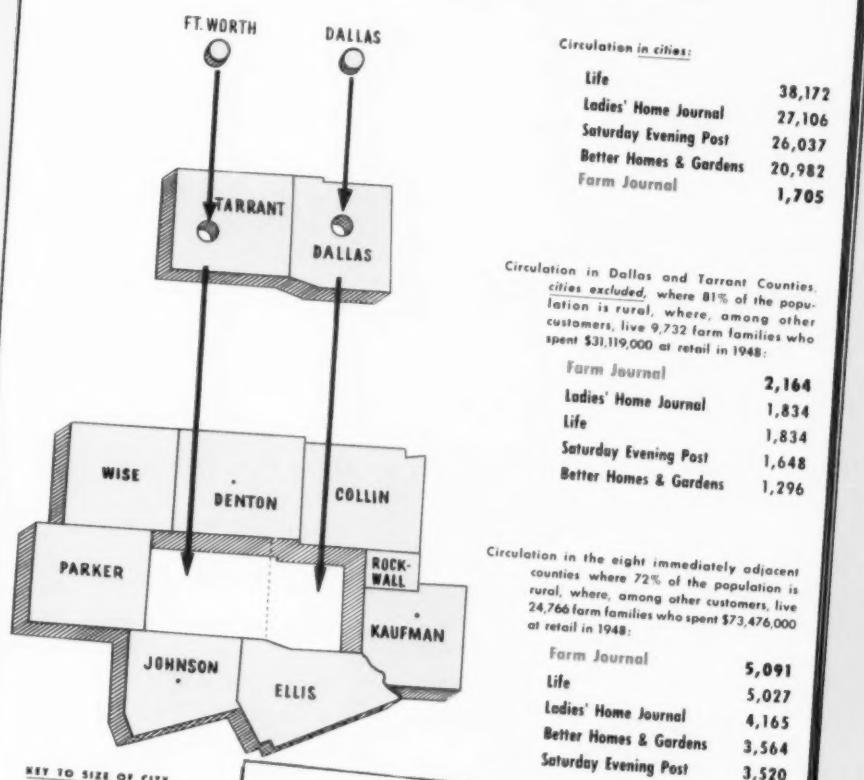
Circulation in the six immediately adjacent counties, where 62% of the population is rural, where, among other customers, live 17,649 farm families who spent \$78,749,000 at retail in 1948:

Farm Journal	13,908
Life	7,163
Better Homes & Gardens	6,755
Ladies' Home Journal	5,394
Saturday Evening Post	4,329

DALLAS AND FORT WORTH, TEXAS

Population: 769,723

Located in: Dallas and Tarrant Counties—20% of whose residents live in rural areas



Circulation in cities:

Life	38,172
Ladies' Home Journal	27,106
Saturday Evening Post	26,037
Better Homes & Gardens	20,982
Farm Journal	1,705

Circulation in Dallas and Tarrant Counties, cities excluded, where 81% of the population is rural, where, among other customers, live 9,732 farm families who spent \$31,119,000 at retail in 1948:

Farm Journal	2,164
Ladies' Home Journal	1,834
Life	1,834
Saturday Evening Post	1,648
Better Homes & Gardens	1,296

Circulation in the eight immediately adjacent counties where 72% of the population is rural, where, among other customers, live 24,766 farm families who spent \$73,476,000 at retail in 1948:

Farm Journal	5,091
Life	5,027
Ladies' Home Journal	4,165
Better Homes & Gardens	3,564
Saturday Evening Post	3,520

SPOKANE, WASHINGTON

Population: 145,944

Located in: Spokane County—26% of whose residents live in rural areas

Circulation in city:

Ladies' Home Journal	8,789
Life	7,634
Saturday Evening Post	7,219
Better Homes & Gardens	6,935
Farm Journal	1,181

Circulation in Spokane County, city excluded, where 100% of the population is rural, where, among other customers, live 5,014 farm families who spent \$24,844,000 at retail in 1948:

Farm Journal	2,776
Ladies' Home Journal	982
Life	956
Saturday Evening Post	903
Better Homes & Gardens	886

Circulation in the seven immediately adjacent counties, where 80% of the population is rural, where, among other customers, live 10,533 farm families who spent \$79,427,000 at retail in 1948:

Farm Journal	6,070
Life	4,154
Ladies' Home Journal	3,770
Saturday Evening Post	3,415
Better Homes & Gardens	3,399

KEY TO SIZE OF CITY

- 10,000 to 20,000 Pop.
- 20,000 to 50,000 Pop.
- 50,000 to 100,000 Pop.

Shown in white  on the U.S. map opposite are the 238 counties which contain the cities of 50,000 or more population. Even in these "big-city" counties, 1 out of every 6 families is a rural family, living on a farm or in a place of less than 2,500 population!

But retailers and wholesalers in these counties get much, if not most, of their sales volume from people living or doing business in surrounding counties. So, let's look at *them*.

In the 668 adjacent counties , 2 out of every 3 families live on a farm or in a rural community!

Among rural families, Farm Journal outsells the largest weekly magazine by more than 2 to 1—has coverage along rural routes like a local newspaper — is, in fact, the largest selling magazine *of all* where half the customers of America live!

Is there an opening on your sales staff for a salesman like this?

Farm Journal

Philadelphia 5, Pa.

Graham Patterson, Publisher



RUGGED: Sales and advertising people require equipment which will stand up in the field with minimum maintenance. "Mighty-Mouse," the tape recorder, now comes down with jumpers testing parachutes. They record their observations as they float down.

in the experimental stage. Radio and news men are constantly finding new types of stories made possible with this portable tape recorder.

A roving radio reporter asking stupid questions about a corn cure, and the barker's dignified replies, made a scream of a program.

At the other extreme, Lowell Thomas took the recorder to Tibet, and the Western world heard the single "1" lamas for the first time.

The first sales of Minitape were made to radio reporters. Exclusive rights for using it were given for one month to the Don Lee Broadcasting System. George Martin, of that network, carried it in the New Year 1949 Rose Parade in Pasadena. Martin is credited with collaboration in naming the "Minitape."

This started buying among radio stations. For a year, what with production problems, the company had enough customers. Recently, sales rights have been given to five manufacturers' agents who specialize in radio equipment. They cover the country. But all orders are filled from Hollywood. Some of the people

calling up since the Korean publicity have said that they had difficulty in finding out where the company is located. The company has done no advertising.

The market is, at present, being explored through uses. In radio reporting it has been taken to the scene in accidents, strikes, celebrations and the like, for picking up episodes and interviews, giving a new kind of actuality to on-the-spot reporting. In military tests, such as jet parachute descents, it records data heretofore impossible to obtain. A jumper need not write, or make notes from memory. The jump is recorded as long as he can talk. The sturdiness and simplicity of the device for such work is a strong feature in design.

Business uses are innumerable. A roving reporter from an advertising agency can talk with housewives at the kitchen door or while shopping in a supermarket, and with the microphone concealed, get their candid views on merchandising and products.

An oil company has already used it in checking service station sales to see how training techniques are followed and trying situations handled. The tape record gives the service station people the most convincing suggestions for improvement. The doctor can take it where it would be impossible to write notes, and dictate important scientific data.

Market-wise another name given it by a radio reporter fits neatly, he dubbed it "Mighty-Mouse."

COMING . . .

Portfolio of Sales Control Forms

The Arkansas Traveler (Markets in the Ozark States)

Promotion to the Mail Order Chains

**You can sell
anything...**



with

V.P.D. Spel-Binders

Multiple Ring Looseleaf Binder
with Plastic Sheet-Holders

Whatever you're selling — make the presentation in a V.P.D. SPEL-BINDER and your job is easier. SPEL-BINDER'S plastic sheet-holders flatten and protect photos, artwork, sales sheets, charts and other valuable data.

At Stationers and
Art Stores

V.P.D.
VISIBLE.
PROTECTS.
DISPLAYS.



Write for Catalog S-1

JOSHUA MEIER CO., INC.
MANUFACTURERS
153 West 23rd Street, New York 11, N. Y.

SIOUX CITY, IOWA

WOODBURY COUNTY

FOUR-STATE

SIOUXLAND MARKET

300,000

ASSURED READERS

in one of the

*World's
Richest*

Farm Areas

SIOUXLAND -- Annual spendable
income **\$1,226,217,000**; per family
income **\$4,555.70**; annual retail sales
\$874,550,000; gross farm income
\$961,693,000.

*Copr. 1950 Sales Management Survey of Buying Power;
further reproduction not licensed.

The Sioux City Journal



JOURNAL-TRIBUNE

SIOUX CITY, IOWA

REPRESENTED NATIONALLY BY JANN & KELLEY, INC.



ALL YEAR ROUND: A properly designed road-side stand is open for business during winter and summer. This typical stand is in Muskegon, Mich.

Road Stand Management Cues Help Richardson Up Sales

It all began when soft drink operators sought advice on the design and operation of road-side stands. Now Richardson finds its root beer sales have tripled in areas in which operators have followed its free suggestions.

Rolling up its sleeves to help the little businessman set up a roadside eating stand has meant consumer advertising for Richardson Corporation's soft drink and fountain syrups, and has brought big business know-how to the fellow who wears the apron.

This teamwork evolved three years ago when the Rochester, N.Y., company hit upon the Richardson Franchised stand as the answer to countless informal inquiries on the building and operation of stands dispensing Richardson products. Teamwork has paid off in both directions. Thanks to the paternal interest which the company has taken in the business problems of these inexperienced entrepreneurs, a number of independent businessmen are making comfortable livings from investments averaging less than \$7,500. The company,

meanwhile, finds its increase in root beer sales has tripled in franchised stand areas as compared with non-franchised sections. Other fountain items show double the increase in sales volume of areas not serviced by stands.

The Richardson sales department, under over-all direction of L. J. Cox, vice-president and general manager, has long made a practice of giving personal attention to hundreds of individual queries on details of the soft drink and soda dispensing business. Questions have ranged from "What kind of equipment should I buy and how much will it cost?" to, "What type stand gives maximum efficiency with minimum investment?" As the volume of inquiries swelled, it was decided to standardize and put in printed form the practical information amassed from research and from

the company's successful operation of root beer stands at the New York City and Chicago World's Fairs.

The question of an ideal stand layout logically called for the services of an industrial designer. The company hired a top-notcher to do the job, patented the design, and came up with the idea of franchising stand owners. During 1947 the first year of the program, 20 franchises were granted. Today 190 smartly styled, functionally designed stands dot highways of 39 states, with Michigan and Ohio leading in the number of stands in operation. Distinctive and eye-catching, they are immediately identified by the company's large red, white and blue trade-mark atop each one.

The operator receives complete blueprints and estimates in return for a \$5 fee which is refunded when he buys his root beer keg or other equipment from the company. His franchise (also provided without cost) guarantees that no similar

BY
MARGARET V. RITCHIE

SALES MANAGEMENT



THE CHICAGO DAILY NEWS
NOW, AS ALWAYS
HAS THE PREDOMINANT
GROCERY
LEADERSHIP
IN CHICAGO

THE SCORE FOR
THE FIRST 7
MONTHS-1950

THE
CHICAGO DAILY NEWS
PRINTS **MORE**
GROCERY ADVERTISING
THAN ANY OTHER
CHICAGO NEWSPAPER—
MORNING, EVENING OR SUNDAY

Source: Media Records, Inc.

- First in Retail with
1,075,517* LINES
- First in General with
1,020,703 LINES
- First in Total with
2,096,220* LINES
WHICH WAS
778,807 MORE LINES

Than the 2nd Chicago Daily
Newspaper

* Liquor Lineage omitted

CHICAGO DAILY NEWS

For 75 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

• NEW YORK OFFICE: 9 Rockefeller Plaza • LOS ANGELES OFFICE: Story, Brooks & Finley Inc., 624 Guaranty Bldg.
• DETROIT OFFICE: Free Press Building • MIAMI OFFICE: Horace E. Loomis & Sons, 1524 N. E. Second Ave.

stand will compete within a suitable area.

In return, the owner agrees to stick pretty closely to the prescribed design of the stand, to conform to the company's standards of cleanliness and upkeep, and to merchandise aggressively Richardson products, in particular Richardson Root Beer.

Most important, from the point of view of the business fledgling, is the company's service in blazing the trail to successful management of his enterprise. Under the direction of E. H. Wetmore, assistant sales manager, who supervises the program, the owner is saved much of the expensive trial-and-error faced by a new business. The company advises on picking a good site, handling profitable items, installing equipment, and any other matters in which the company's years of experience are of value.

Examples of the Richardson down-to-earth advice: "A curving road is an asset to business, but make sure you locate on the outside of the curve . . . Attract local trade, which will comprise 75% of your business . . . A V-intersection is excellent . . . Statistics prove that curb service is

the best volume getter, the most profitable way to serve customers . . . Don't over-expand—stick to easy-to-handle high-profit items . . ."

This is strictly free advice, Mr. Wetmore points out, with no strings attached. Most stands sell hamburgers, hot dogs, a few other sandwiches, coffee, ice cream products and soft drinks—all high-profit items. There's nothing to prevent an owner's selling lobster thermidor if his fancy dictates—except that Richardson statistics show he'll cut his profits when he starts branching into the restaurant business. While blueprints of the stand provide for a limited amount of expansion, it is still primarily a curb service enterprise. Ambitious owners, who see profits piling up temptingly, have opened second stands on the company's advice instead of trying to crash the highly competitive restaurant trade which operates on a low margin of profit and requires considerable experience for success.

In addition to these major services, the Richardson company arranges for special uniforms and Richardson insignia if the owner wishes. It also circulates periodically a round-robin letter telling of activities of various stand owners and giving general advice and encouragement. Relations between the company and the franchised operators are kept informal, friendly and personal.

Extra ad values hit new peak in huge "influence" market

CHICAGO: Current school enrollments, highest in the nation's history, mean record-breaking bonus values for advertisers, according to Georgia C. Rawson, Executive Vice President of State Teachers Magazines.

The "influence" market is made up of 1,000,000 public school teachers and school executives. These people, through their administrative work and classroom teaching, directly influence the opinions and preferences of their millions of pupils, *and their parents*.

"Indicated enrollment in the nation's public schools totals somewhere around 30,500,000 grade and high school pupils," said Miss Rawson. "This is an increase of more than 1,000,000 over last year.

"Advertising to school people in their state teachers magazines reaches a group that now influences, directly or by example, more children and parents than ever before."

Ask for the 12-page, file size folder that tells the complete story of the "influence" market and how to reach it, in one state or 44. It's free. Write to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 North Michigan Avenue, Chicago 1, Ill.

"To the young man (or woman) faced with the problem of making a living, or of merely getting along well with his colleagues, no other abilities will be more helpful to him than those practiced by the expert salesman . . . A knowledge of salesmanship, using the term in a broad sense, might well be a part of everyone's equipment for life."

"Textbook of Salesmanship"
by Frederic A. Russell
and Frank H. Beach

fountain trade. In addition, the company has received active response from advertisements spotted periodically in *Popular Mechanics*, *Popular Science Monthly*, *Argosy*, and the publications of the American Legion *The American Legion Magazine* and the Veterans of Foreign Wars *Foreign Service*.

The company's initial expense in setting up the program is being paid off largely through increased sales to the fountain trade, which have resulted from the advertising power of the stands, according to Mr. Cox. In actual soft drink turnover at the stands themselves, the company's original investment hasn't yet been repaid, he points out, because drinks comprise but a small part of the total sales volume of the stands. From the operator's point of view, however, the Richardson drinks are a vital part of the business because they are among his highest profit items (slightly over 200% profit on a 5-cent root beer, over 500% on a 10-cent one). This, of course, gives him added incentive for pushing soft drink sales.

Considering the rate at which the stands have increased in number, many of them grossing well over \$1,000 weekly, the company feels that the stands soon may add considerable bulk to the sales volume in their own right. Meanwhile, Richardson officials are convinced that the job the franchised operators are doing in increasing consumer prestige and public relations has fully warranted the program.

A few of America's "blue chip companies" that have proved the advertising power of EBONY

Ipana Chesterfield Borden's Seagram's Pet Milk
Remington Rand Admiral Beechnut Johnson & Johnson Kotex
Armour Pillsbury Colgate Squibb Carnation Milk Quaker Oats
Lucky Strike General Foods Hunt's Foods
Best Foods Schlitz RCA Victor Zenith
Elgin Watch

In five short years, Ebony has become the most widely read Negro publication in the world and stands supreme today as the editorial force of highest standing and stature in the Negro field. Ebony's picture story technique has boosted circulation to more than 350,000 (A.B.C.) each month. Ebony is to the Negro field what Life and Look are among white publications. Starch Readership Survey shows *why* Ebony is a sales-compelling advertising medium that should be on every national advertising list.

REASON:
EBONY readers have
money to spend on
nationally advertised
products and also have
a tenacious loyalty
to brand products

Write for free booklet today!



Johnson Publishing Company, Inc.

PUBLISHERS OF EBONY • NEGRO DIGEST • TAN CONFESIONS
1820 S. MICHIGAN AVE., CHICAGO • 55 W. 42nd ST., NEW YORK • 427 W. 5th ST., LOS ANGELES

Display Angles



NEW SELLING FEATURE of the "3V" Vamp-Top line of Larkwood hosiery is highlighted in this Lucite counter piece. The cylindrical portion gradually expands toward the top showing how the Vamp-Top stocking "gives" to the contours of the thigh. Novel fixture was made for Chadbourn Sales Corp. by Vargish & Co.



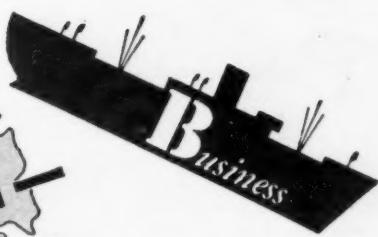
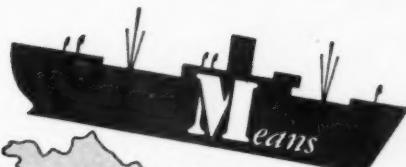
CARGO SPACE is the theme of one of the new displays recently made for Trans-World Airline, Inc., by Forbes Lithograph Mfg. Co. It is produced in English, French, Italian and Spanish. The plane projects from the back piece, creating a three-dimensional effect.



SELF-SERVICE COUNTER for silverware has been designed and manufactured by the Display Division of the River Raisin Co. Shoppers select the units or sets of silverware they desire from the clearly marked storage bins. Price cards are detachable.



ANIMATED BOOK has eight pages lithographed in eight colors. An ingenious device using a small electric motor turns the pages. Reading time, cover to cover, is 38 seconds. It was created for Crosley Division, AVCO Manufacturing Co. by the Einson-Freeman Co. Inc.



In the Detroit trading area—
where 60% of Michigan's total
retail business is—The Detroit

News delivers 108,671 more
weekday circulation than
the morning paper and
50,652 more than
the other evening
paper



453,684

largest weekday circulation ever reached by any Michigan newspaper

565,658

largest Sunday circulation in Detroit News' history

A.B.C. figures
for 6-months
ending Mar. 31, 1950

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago



Advertising for
Pangborn

... **Pangborn Corporation**, one of the largest manufacturers of dust control and blast cleaning equipment, constantly tells industry how to cut production and maintenance costs with modern blast cleaning methods or dust control systems.

... Since 1947, the hard-selling advertisements that reach every segment of Pangborn's huge and diversified industrial market have been planned, created and executed by ...

Van Sant, Dugdale
Advertising Since 1912
BALTIMORE
Write...Wire...Call Today

LEAVE A LASTING REMINDER!

The surest way to be remembered is to place your name and business on a Gits Quality Plastic Product. Inexpensive! Practical! Truly a friendly, effective reminder that will serve 24 hours a day for a long time. There's a wide selection to choose from, ranging from \$2.50 per 1000 to \$10.00 per item. Ask your specialty jobber to see these lasting, colorful items, or mail coupon below for catalog and prices.



GITS MOLDING CORP.
4670 W. HURON ST., CHICAGO 44, ILL.
 Please send me catalog and price list of Gits Quality Plastic Items.

NAME _____

COMPANY _____

ADDRESS _____

CITY ZONE STATE

Please also send suggested ways for using Gits Advertising Specialties and Novelties.

Our business is
We sell direct to consumers, jobbers,
 dealers, manufacturers,

Worth Writing for ...

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

A Guide to Effective Wartime Advertising

Advertising: Published by The Associated Business Publications, it serves to demonstrate the kind of problems, the kind of treatment and the kind of thinking that are a part of wartime advertising and editing in business papers. It was first published in the early phases of World War II to strengthen the war effort by mobilizing business paper advertisers and editors in the task of "transmitting useful information, quickly and accurately, from where it is to where it is needed." Now, the guide becomes a record and is a sampling of typical problems faced during the last war and what business paper advertisers and editors did about them. Distributed to ABP members, the revised guide asks that the need for an up-to-date manual on wartime advertising and editing in business papers be weighed by publishers, editors and sales staffs in the light of their World War II experiences, trends they are encountering now, and their personal forecasts of what may develop in the present "undefined" Korean situation. Write to Jim Corke, Director of Promotion, The Associated Business Publications, 205 E. 42nd St., New York 17, N. Y.

Facts About Capper's Weekly

Families: Report No. 1 in a series of studies prepared by *Capper's Weekly* Research Department. Designed to determine various characteristics of the magazine's families and their homes, highlights of the survey reveal that 61% have three or more persons; 1,240 children under 18 years of age live in each 1,000 homes; 6.3 rooms is average size of homes (63% of these have 6 or more rooms . . . 57% have 3 or more bedrooms); 1,921 automotive units are owned by each 1,000 families; 70% live on or own farm land (2,391 au-

tomotive units are reported by each 1,000 subscribers who have direct interest in agriculture); 64% live on farms; 19% of all *Capper's* subscribers own farm land which they rent to others, indicating the substantial financial status of the families. Write to O. C. Thompson, Advertising Manager, *Capper's Weekly*, Topeka, Kan.

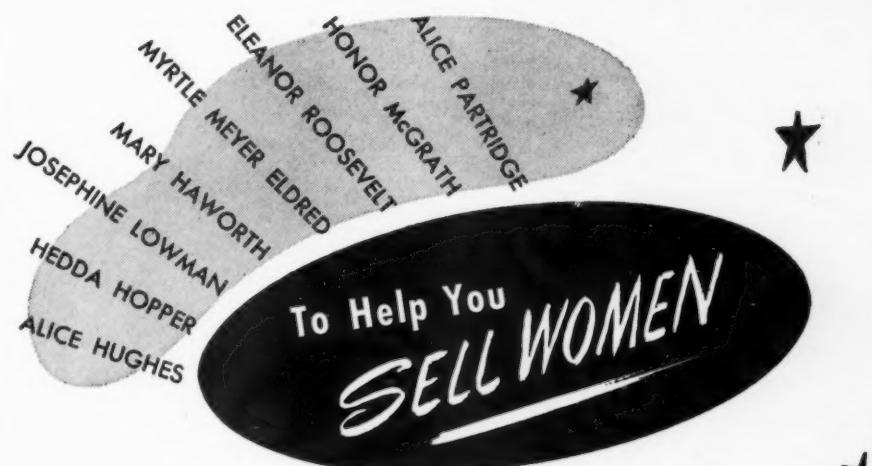
Merry Christmas . . . with Light:

A presentation prepared by the Lamp Department of General Electric Co. to help make communities bright and festive at Christmas time. It includes a pictorial "Christmas Lighting Roundup;" a residential booklet, "Bright Ideas Make Your Home Say Merry Christmas with Light;" a commercial booklet, "Christmas Lighting Ideas—Community Centers and Public Buildings;" a booklet on "How Every Community Can Conduct a Christmas Lighting Contest." Write to E. J. Hile, Lamp News Bureau, Lamp Department, General Electric Co., Nela Park, Cleveland 12, Ohio.

Philadelphia Food and Grocery Trade Directory:

Compiled by The *Philadelphia Bulletin* with the cooperation of the Food Distributors' Association, the Association of Manufacturers' Representatives, Inc., and the Philadelphia Food Brokers' Association. In it are assembled as many essential facts as possible about the firms, agencies and individuals who, collectively, have assisted in making Philadelphia one of the country's largest food markets. There are data on chains and super markets; department stores with food departments; frozen food wholesalers; hotel, restaurant and institution supply houses; retailer-owned cooperatives; wholesalers; voluntary groups; members of the Association of Manufacturers

Representatives, Inc.; food manufacturers and their local representatives; food brokers; local offices of national manufacturers—a valuable directory with information supplied by the firms and individuals listed in the various categories. Distribution of the directory is limited to firms that are interested in the Philadelphia food market. Requests should be sent in on company letterheads. Write to Advertising Department, *The Philadelphia Bulletin*, Philadelphia.



Kardex Visible Record Control: The Management Controls Division of Remington Rand, Inc., has published an 80-page manual on all phases of the Kardex Visible Control principle. It describes various combinations of record forms which may be incorporated in Kardex "pockets" and the variety of colored signal control methods which may be used on the visible margin of the records. Pictured and described are new computing charts which eliminate drudgery from the calculation of percentages of quota for sales control records and action requirements for inventory control. Five types of Visible Cabinets are illustrated, including the new mechanized unit, Robot-Kardex. Included, too, is information on Safe-Kardex Insulated Equipment for protecting vital records from fire, as well as the complete line of Kardex portable units for visual sales and summary records. Write to Sterling Hiles, Assistant Advertising Manager, Remington Rand, Inc., 315 Fourth Ave., New York 10, N. Y.

Directory of Manufacturers' Agents Serving Chemical and Food Processing Fields: Published by *Chemical Engineering* and *Food Industries*, it lists more than 1,500 manufacturers' agents specializing in these industries, providing an economical and ready reference for sales-minded manufacturers of machinery, equipment and supplies. It contains all the statistics that are needed for selection of a manufacturer's agent to serve the chemical and food processing industries in any locality. Alphabetically arranged by geographical locations and companies, it includes names, addresses, branch offices, product lines handled, firms represented and the territories covered. The directory sells for \$10 a copy. Write to the Sales Manager, *Chemical Engineering and Food Industries*, 330 W. 42nd St., New York 18, N. Y.

A full page all their own every morning with a lead food story by Alice Partridge 365 days of the year—outstanding features written by and for women—fine coverage of society and women's affairs. Those are just a few of the reasons why the Courier Express is the best liked and best read newspaper among the housewives of the 8 Western New York Counties.

It Gets Results
BECAUSE
It Gets Read Thoroughly



LOOKING FOR BOOM MARKETS?

Set your sales quotas automatically
according to the

NEW CENSUS OF RETAIL TRADE

plus the 1950

SALES MANAGEMENT SURVEY OF BUYING POWER

All data available on I.B.M. cards

Write for our free portfolio, "Facts about the Census & the SM Survey," incorporating three reprints from *SALES MANAGEMENT* by Jay M. Gould of Econometric. Address:

Dept. of Market Analysis
The Econometric Institute
230 Park Avenue
New York 17, N. Y.
Mu. 4-7800

"Forecasting Business Is Our Business"

Well organized farm activities permit John Turner to spend time with his family at home and on vacations. Last year the Turners visited Ontario; this year they took in the West Virginia State Fair. Mrs. Turner frequently accompanies her husband on business trips, and enjoys shopping in such cities as Roanoke, Richmond, Baltimore and Washington.



From Farm Tenant to Marketing Leader

From a tenant farmer with a \$200 stake, John Turner—Country Gentleman subscriber of Broadway, Va. — has prospered until he now raises and sells beef cattle, hogs, lambs, chickens and turkeys by the carload. But he is proudest of having helped to show other farm people how to get extra profits from livestock by modern marketing and selling practices.

JOHN TURNER personifies today's businessman farmer whose better marketing is adding so much to farm income. In the Shenandoah Valley, he is respected as a pioneer in growing, conditioning, processing and packaging meats for peak market prices.

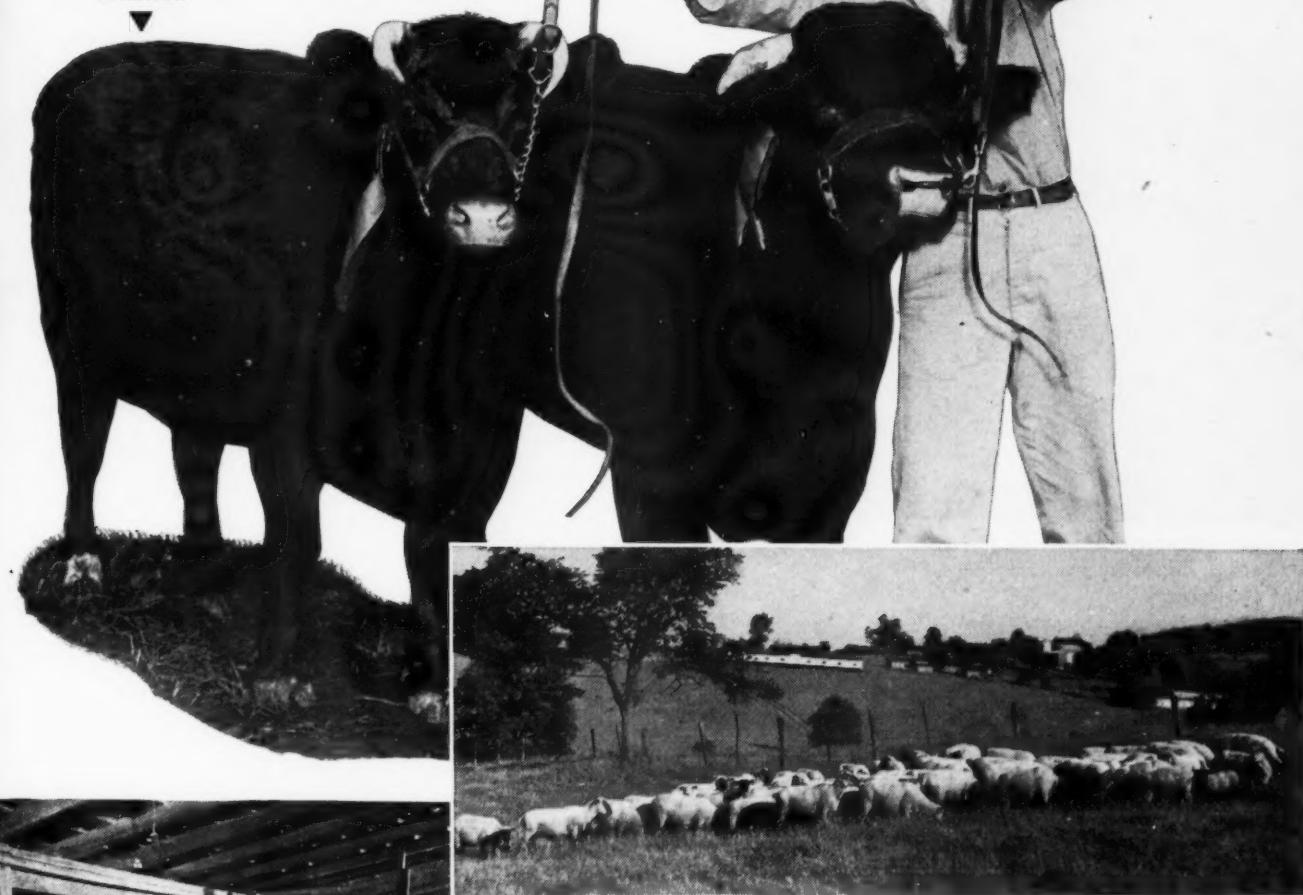
Hundreds of farm families in 24 counties profit from the Rockingham County meat packing and poultry cooperatives which he helped organize and serves as a director. The Turners themselves are among the heaviest suppliers of these plants, which process, pack and market over 200,000 pounds of beef and

pork, and a quarter of a million pounds of chicken and turkey each week.

The Turner family's own diversified livestock operation requires a substantial overhead with an annual feed bill alone of \$20,000. Good management has brought them a proportionately high return. Their story, in the October issue, makes absorbing reading for all the farmers in Country Gentleman's great nationwide audience . . . 2,300,000 families who have learned they can depend on this magazine for useful, inspiring information about their business and way of life.

The best people in the Country Turn

Here Edwin exhibits the grand champion bull and grand champion beef heifer at the Rockingham County Farm Show in 1949. Mr. Turner is national president of the American Shorthorn Cattle Club and frequently judges at shows in the East and Midwest.



On 354 acres, including 130 rented, the Turners usually raise 24,000 chicken broilers per year, 5,000 turkey broilers, 75 fat steers, 100 to 125 hogs, and from 50 to 175 lambs. They also sell nearly 28,000 eggs for hatching, over 19,000 day-old turkey poult, and produce show quality purebred Shorthorns. They have led in developing special lean-type hogs for bacon and hams.

Mrs. Turner "wouldn't know how to do without" her dishwasher and other modern home appliances. Active in the work of 4-H Clubs, both boys' and girls', she supervises the girls' sewing, and many of her pupils carry off prizes in dressmaking at county fairs.



Country Gentleman

OCTOBER 1, 1950

THE MAGAZINE
FOR
BETTER FARMING
BETTER LIVING

New nationwide survey among retailers in 11 different classifications again reveals that dealers consider Country Gentleman's 2,300,000 prosperous families their Best Rural Customers.



TV-CONSCIOUS MOPPETS have demonstrated their ability to support their preferences for certain products with their parents' hard cash. Sponsors bless 'em for their exceptional loyalty and retentive memories.

PUPPET SHOW "TIME FOR BEANY" has been rated the most popular children's program in California. It pulled 84,000 replies to a special offer in 10 weeks' time for the sponsor, Budget Pack Inc., Los Angeles, candy and food firm.

TV for the Kids: Case Histories Of Programs That Pull

BY TERRY ARMSTRONG

There's lots of adventure, lots of bang-bang, a liberal dose of whimsy, plenty of muppet participation, in many of the shows that are building sales for sponsors. Here-with, some capsule reports on a variety of TV advertisers.

Junior may be no angel to his parents but he's proving the heaven-sent sales agent to companies whose brand names and products may be introduced into the home via children's TV programs.

The juvenile audience is expanding tremendously. Furthermore, it is the most enthusiastic segment of the television viewing public and is capable of fierce loyalty to TV heroes and their sponsors. For these reasons business firms count themselves lucky if their wares are adaptable to a presentation which will have strong appeal to youngsters.

The response of Junior and "little sister" to TV sales messages (when

they are geared for juvenile consumption) has bowled over many an advertising veteran. Here's what happened in Louisville, Ky.: Royal Crown Bottling Co., Louisville, early last spring contracted with station WHAS for five announcements a week on "T-Bar-V Ranch," a show which runs from 5:30 to 6:25 P.M. Monday through Friday. The program features a singing cowboy, Randy Atcher, and a western comic called Cactus. One period of the show is devoted to games and songs with participation by visiting tots. During the remaining period a 15 to 20-minute episode from a movie serial is put on.

In their original commercial Randy and Cactus told their youthful audience that all who presented 19 cents and 29 Royal Crown bottle caps to their grocers would receive a beanie cap. The very day following the initial telecast 3,000 beanie caps were given out and the company was forced to replenish its stock of this headgear by Air Express.

According to the Louisville Crown Cola people they were "floored" when, during the first month, 30,000 beanie caps were needed to meet the demand of "T-Bar-V Ranch" devotees. Before the middle of June 65,000 beanie hats were distributed.

Royal Crown originally began with five announcements a week in the Class B time bracket under a maximum frequency discount, so they were paying \$24 a commercial —plus \$10 when it was produced "live." Later the firm expanded to six, then eight announcements a week, a schedule selected for the balance of the full contract of 13 weeks.

That kiddies' programs with a



NOTHING ATTRACTS THE INTEREST OF YOUNGSTERS like other youngsters of their own age level. The Play Pen, Salt Lake City infant and specialty shop, is capitalizing on this with participating spots on KDYL-TV's "Sandman Stories" program. Sponsor claims people are presold before they come into the store.



COOPERATIVE PROMOTION VIA TV has paid off for Red Goose shoe dealers in Cleveland. After the first telecast the group canceled its first order and replaced it with a contract for 52 weeks over WXEL.

western flavor have enormous pulling power is further evidenced by the performance of the "Wiffil Ranch Prize Party," a 45-minute sponsor participation show, telecast over station WFIL-TV, Philadelphia. During the first week of the show's existence it drew 7,000 post cards and letters. Within three weeks' time the total hit 21,276 pieces of mail—an average of about 1,418 per program.

Each post card and letter received bears the name, address, telephone number and age of a boy or girl eager to win one of the prizes offered by "Ranch Boss," Pete Newman. Newman conducts question and answer sessions with youngsters by telephone, selecting the names of those to be called from the mailing list provided by the children's letters. Winners not only receive such prizes as cowboy boots, dungarees, and other items of western apparel, but they also receive invitations to appear on the program the following day. Thus each child has a double incentive for writing to the station or enlisting the aid of his parents in writing his letter.

The questions Newman asks cover subjects which the average youngster is expected to become familiar with at home or in the classroom. By appealing to juvenile viewers in this way, WFIL-TV feels that it is encouraging study habits while providing entertainment for the boys and girls in the television audience.

The "Wiffil Ranch Prize Party" is finding marked endorsement of parents because it is wisely scheduled (Monday through Thursday 5:30 P.M.) so as not to interfere with homework periods.

Only three weeks after making

its television bow the show capped its success by bringing WFIL-TV the highest rating among Philadelphia video stations for the weekday time period of 5:00 to 5:30 P.M.

Participating sponsors of the "Ranch Party," on the basis of four programs a week, are charged a flat rate of \$200. There are no talent costs. Long-term sponsorship indicates real satisfaction with the program on the part of the various advertisers.

The "Red Goose" Program

In Cleveland, Ohio, a group of "Red Goose" shoe dealers placed a four-week order with station WXEL, on a trial basis, for a one-hour variety show scheduled from 11:00 until noon, Saturdays. The venture represented a cooperative promotional effort by the retailers who carry this brand of shoes manufactured by the Friedman-Shelly Branch, International Shoe Co. The program, "Kousin Kay's Red Goose Merry-Go-Round," included cartoon films, juvenile guests and featured Coco, a clown.

During the first telecast, emcee Walter Kay offered a free yo-yo to any child who brought his parents into a "Red Goose" dealer's store. Before the stores closed their doors that Saturday afternoon stocks of yo-yos had completely vanished.

Inasmuch as the response far exceeded the wildest expectation, the dealer group canceled the original "time" order and replaced it with a contract for 52 weeks. Talent for the show is arranged for by the group's advertising agency, Marcus

Advertising, and costs vary in accordance with each individual program's requirements. However, the nature of the show does not call for elaborate or costly casting. Studio time charges amount to \$275 a week plus cost of the films used.

Outstanding success from the use of a participating spot on a children's program has been obtained by Play Pen, an infant's and kiddies' specialty shop in Salt Lake City. Seven months ago Mrs. Elizabeth Link, proprietress of Play Pen, decided to experiment with television advertising via KDYL-TV's program "Sandman Stories," a "live" children's program telecast 7 to 7:30 Tuesday and Thursday evenings. The program is designed to appeal to youngsters of from three to seven years of age. Featured artist is Doris Hardy who plays games with guest tots and frequently directs talented "half-pinters" in simple little song or dance routines and playlets. Always included is a bedtime story.

Mrs. Link has a happy sales report to make after each telecast. For instance, her entire stock of plastic wading pools (\$14 each) was sold out before 5 o'clock of the day following presentation on the "Sandman Stories" program. This meant \$435 in sales on this item alone. Mrs. Link has also discovered that the impact created by the TV presentation of a product is sustained. She says, "It is not unusual to have people come into the store four to six weeks after I have put a spot on television and ask for a product they saw on the program by brand name."

She feels that one of the chief reasons for the retention of brand

MEMO to
Space Buyers

LIKE A LETTER FROM HOME

That's what Foreign Service means to every V.F.W. member—and that's why mail order space buyers are cashing in on the dollars they spend for keyed copy in the V.F.W. magazine.

You don't need to be a media expert to know that good mail order results are produced only by books that enjoy intense readership.

This readership is the magic push that will send Foreign Service readers to their nearest dealers in search of your product—if you advertise in the V.F.W. magazine.

WRITE TODAY FOR FREE SAMPLE COPIES OF LAST THREE ISSUES

Foreign Service

THE V.F.W. MAGAZINE

Dan B. Jesse, Jr. & Associates, Inc.
Advertising Directors
10 East 43rd St., New York 17, N. Y.

STEP UP SALES
with this Unusual
PACKAGE



Catch the feminine eye with this novel re-use package and watch your sales zoom. Durably fashioned from vinyl or polyethylene, these colorful plastic draw-string bags are new, different. Perfect for packaging toilet soaps, bath salts, cosmetics, bathing suits, food products, etc. Available in variety of colors with contrasting draw string. Can be furnished in sizes to meet your needs.

Write or wire for samples and prices

The SILLCOCKS-MILLER Company
Pioneers in Plastic Fabrication since 1910
15 W. Parker Ave., Maplewood, New Jersey

names in prospective customers' minds is that children who are impressed with an item rarely permit their parents to forget it and wear them down with that child-like persistence.

Mrs. Link has a set rule she swears by for all her television advertising. "Noise and movement," she points out, "are prime factors in arousing children's interest." For this reason she insists that each product demonstrated must entail motion and make a noise. Accordingly, in the case of the wading pool demonstration, the audience had the fun of seeing a youngster puffing away until the pool was suitably inflated.

The Play Pen is just another business which has found how it can obtain a big return for every dollar spent in television advertising. A spot on the "Sandman Stories" program costs this sponsor only \$37 a week on a 52-week basis.

For another case in which the small fry have demonstrated their ability to support their preferences and opinions with their parents' hard cash, let's turn to the West Coast. Budget-Pack, Inc., Los Angeles, makers of candy and a line of food products, made two profitable decisions when it decided to promote its Budget-Pak candy specialty via a TV children's program. First, it selected the program "Time for Beany," a KTLA vehicle which was destined to become the top-rating kiddies' television show on the Coast. Second, it bulwarked its bid for the juvenile market with a premium offer.

With a rare insight and understanding of how to win a mass juvenile audience, KTLA produced in "Beany" a show rich in fantasy and whimsy. A puppet show, it presents the humorous day-to-day adventures of the high-spirited youngster known as "Beany," usually on the high seas aboard the "Leakin Lena" with salty Uncle-Captain Horatio Huffnappuff. The puppet cast includes: Cecil, a versatile but frequently seasick sea serpent; Mr. Nobody, a chatterbox invisible to all; Hopalong Wong, a cheerful Chinese cook; Dishonest John, a sly trouble-maker; Clownie, a circus stray; and Honey, a friendly bear cub.

The premium, called the "Train of Tomorrow," consisted of a plastic locomotive and two plastic cars. It was offered for 50 cents cash and a wrapper from a 19 cent or 29 cent Budget Pak candy and nut item. With the three-cent postage, this involved for the respondents, a total expenditure of either 72 cents or 82 cents, depending on the size of the package selected.

What happened? Within 10 weeks' time the Budget Pack Co. re-



JUVENILE GUESTS ARE A REGULAR FEATURE of the "T-Bar-V Ranch" telecast over WHAS-TV, Louisville, Ky. Beanies caps were offered on the first program and the next day stocks of this headgear had to be replenished by Air Express.

ceived 84,000 replies. Furthermore, more than 50% of the letters brought in wrappers from the higher-price package. The company and KTLA estimate that this response to the offer represents a total cash outlay of \$68,000 on the part of "Beany" fans or their parents. Budget Pack's present contract with KTLA is for seven years.

During the first week of May, station WAAM, Baltimore, introduced a new program by way of experiment, for a half-hour time segment (4:30-5:00) Sunday afternoons. Called the "Kiddie Korral" the vehicle is built around a talent hunt idea with a decided western twist. The main characters are Jim Turner and his son, "Pee-Wee," now dubbed by several critics as the "cutest kid in television." Acting as talent scouts the two encourage talented youngsters in the three to twelve age bracket to appear on the show.

The Mangels-Herold Co., manufacturer of King Syrups and King Liquid Starch, became interested in the project but because it was in the experimental stage, decided to become just a participating sponsor. However, the response following each of the first two telecasts was such that the company and its advertising agency, the H. E. Buddemeier Agency, became convinced that "Kiddie Korral" was too good a thing to share. Mangels-Herold became the full-time sponsor and provided prizes and other lures for talented tots. The

firm may experiment with other TV programs this fall.

Late last spring Tiny Town, Greensboro, N. C., a store specializing in juvenile furniture and toys, began advertising its wares via TV.

Vehicle chosen was the "Television Song Shop" telecast over station WFMY. The simple entertainment format calls for action in a general store where the musical comics, Bill Jeffries and Ted Knight, serve as salesmen. During each telecast Mr. Badpenny, the proprietor, telephones in to check up on his zany employees. Each call provides an opportunity to



RANCH BOSS, PETE NEWMAN, who emcees WFIL-TV's "Wiffil Ranch Prize Party" conducts question-and-answer sessions with youngsters by telephone. Three weeks after making its debut the show capped its success by obtaining the highest rating among Philadelphia video stations for the weekday time, 5 to 5:30 P.M.

mention sponsors' names. Another advantage of the WFMY offering is that it permits "live" presentation of a sponsor's product.

Reaction to Tiny Town's advertising has been so favorable the firm plans to continue its TV promotion right up through the Christmas holidays. The store's management reasons that the name "Tiny Town" will become synonymous with toys and that the big pay-off will come with the Christmas shopping days. This establishment to date has found that TV presentation can notably increase sales at low cost. Participating sponsorship is costing \$260 for 13 weeks—\$20 per telecast.

Kiddies' loyalty to TV heroes and their sponsors has meant the return this fall of a program favorite "Six Gun Playhouse," an hour-long presentation telecast Saturdays at 5:30 P.M. over WPIX, New York City. The program, the sponsor of which is Dr. Posner Shoes Inc., maker of

children's health shoes, offers a new series of western films. In addition to opening and closing commercials, there are three center commercials. Feature of the commercials is Danny Webb who seems to have an especially winning way with moppets, and who assumes the role of the Posner trade character, "The Little Professor." In some of the opening commercials slides are used in which the trademark suddenly becomes "live." Other commercials feature such silhouette figures as a bucking bronco with a pair of Dr. Posner shoes posed on its back. Groups of special models of children's health shoes are sometimes presented in a commercial presentation called the "Six Gun Shoe Ranch." A portion of each program is frequently allotted to a brief period of horseplay on the part of Danny Webb and a group of juvenile guests.

When the Posner Co. first undertook sponsorship of WPIX's "Six Gun Playhouse" last spring, it extensively merchandised its TV activities through dealer window displays and counter cards throughout the Metropolitan New York area. Dealer enthusiasm over the Posner television program and its promotion swiftly mounted as youngsters, bringing their parents, came in increasing numbers to the retail establishments.

According to the company's agency, Posner-Zabian Advertising, this particular television project amounts to less than \$700 a week. The agency points out that one strong advantage in this type of TV venture is that the entertainment vehicle appeals almost as strongly to adults as it does to the youthful public.

For another example of how TV has achieved phenomenal sales records for an advertiser we can consider the experience of The Taylor-Reed Corp., Glenbrook, Conn., producer of Cocoa Marsh, a chocolate syrup product. Last April the company assumed sponsorship of "The Magic Cottage," a Du Mont Television Network program telecast 6:30 to 7:00 P.M. Monday through Friday.

Says Malcolm T. Taylor, chairman of the board, "One short month after we went on "Magic Cottage" sales of Cocoa Marsh went up 250% over the monthly average of the previous three years." He adds, "We could scarcely believe it, but we are positively convinced now because sales have continued their upsurge and are holding at a 300% increase in Metropolitan New York."

Furthermore, the company claims that its list of retail outlets has been augmented by 15% as a direct result of presenting the product via television.

Sales Leads



TSN Inquiries

increase your sales and cut sales costs and selling time.

More than 100,000 reader-buyers each month see your sales story in TSN, the only tabloid product information publication edited exclusively for the transportation industry markets.

Factual proof of the quality of TSN inquiries is the fact that TSN advertising is at an all-time high. You get both complete market coverage and tangible sales leads at lowest cost by telling your sales story regularly in TSN.

Plan a test schedule now and check the results.

Transportation Supply News

418 S. MARKET ST., CHICAGO 7, ILL.

122 East 42nd St., New York 17

2404 West 7th St., Los Angeles 5

NORTH CAROLINA

OFFERS MORE

POPULATION
4,051,740
10th in the Nation
(1950 U. S. Census)

THAN ANY OF THE 12 STATES
IN THE RICH, GROWING
SOUTHEASTERN MARKET

Here in one state is an economy soundly balanced between agriculture and industry—a market with more people with more money to spend on their unfulfilled needs than ever before. 44 daily and 156 weekly newspapers, 85 radio stations and 2 television stations blanket this market of over 4 million people, with money to spend.

NORTH CAROLINA

Department of Conservation and Development, Raleigh.

Asked how he personally accounted for this unusual success story on his chocolate syrup product, which is fortified with Vitamin D and iron and designed especially for the juvenile market, Mr. Taylor says, "As I see it, there are two reasons for the conspicuous success of Cocoa Marsh on television. First, 'Magic Cottage' pinpointed our message to the exact audience we wanted and needed—that is, youngsters whom it would help. Second, the show we selected permitted actual demonstration of our product under most attractive circumstances."

The "Magic Cottage" has provided Taylor-Reed with novel and refreshing entertainment with which to capture the juvenile following. It is emcee'd by Miss Pat Meikle, a versatile young lady who has developed a special talent for winning juvenile audiences. Miss Meikle is a good story teller and monologuist. In addition she can fall back on her sketch pad and pencil to illustrate her stories and to highlight product presentation. For instance, in the portion devoted to "good deed for the day" she utilizes a cartoon character, Wilmer the Pigeon, a winged Emily Post, who interprets the "rights" and the "wrongs" of juvenile etiquette and conduct.

Main feature of the "Magic Cottage" is a story each week, presented in five episodes, and dramatized by guest artists. Generally, Miss Meikle introduces the main character of the story via her sketch pad just before

the opening of the story.

As part of the main commercial, Miss Meikle prepares and drinks Cocoa Marsh before the camera. Many parents have reported that the "Magic Cottage" fans in their homes insist on mixing and drinking Cocoa Marsh right along with Miss Meikle. The tab for the entire "Magic Cottage" package, time and talent, amounts to \$1,859 per telecast over station WABD, New York City.

Some advertisers are capitalizing on the younger set's appetite for entertainment with a high adventure flavor. Two of these advertisers are the Rosefield Packing Co., Alameda, Calif., and the Walter H. Johnson Candy Co., Chicago. The former makes Skippy Peanut Butter and the latter produces the Powerhouse Candy Bar. They are participating sponsors of "Captain Video," an action-packed, thrill-producing Du Mont serial program.

Stars of the show are Captain Video, a superman type of hero, and his teen-age assistant, the Video Ranger. This dashing pair (always garbed in fascinating flying suits) is kept busy coping with enemy agents, exposing plots of diabolical masterminds, and not infrequently they become involved in breathtaking interplanetary struggles. To assist them in their constant battle against destructive characters and evil forces they have the resources of Captain Video's wondrous electronic laboratory at their command. No matter how tough a situation they may find

themselves in they invariably win out by grace of trigger-thinking and superior weapons.

Both companies assumed a sponsorship of "Captain Video" with a once-a-week schedule—with a coverage which included the five stations WABD, New York City; WTTG, Washington, D. C.; WXEL, Cleveland; WCPO, Cincinnati; WTVN, Columbus. Cost to each sponsor under this setup came to \$2,870 per telecast.

Has the investment been worthwhile? The answer is in the fact that both the Rosefield Packing Co. and the Walter H. Johnson Candy Co. recently increased their station coverage with this program to 16 stations.

Such sales results from televised children's programs are not escaping the notice of keen marketing brains. Representatives of several of the country's leading TV stations have ventured the opinion that the "children's hour," that period between the school day's closing and bedtime, will become one of the most sought-after time segments in the telecast day.

Soup Sales Tied To School-Day Lunches

School bag sales kit helps grocers sell Campbell Soups for school lunches.

Currently the Campbell Soup Co. is putting its entire force of advertising behind selling foods used in America's school-day lunches.

As a result of a nation-wide survey, Campbell's reveals that the most popular lunches are soup and dessert soup, sandwich and dessert; soup and sandwich; soup and salad. This information—and the fact that 27,000,000 Americans have soup for lunch—is being passed along to retailers. With it is a packaged promotion campaign to help grocers sell all the foods used in favorite lunches.

Since all foods rise sharply when children return to school, Campbell's theme is "School Days Mean Bigger Appetites." A detailed sales kit has been issued to the trade. Its envelope looks like a child's school bag and includes a pencil and ruler for the grocer's personal use.

The promotion has been launched as a part of Campbell's debut on television. The company sponsors the first half of "Saturday Night Revue" over NBC.

A FREE TRIAL will show DUPLICOPY gives perfect copies at low cost BECAUSE . . .

- A new and easier method that prints direct from a master sheet.
- Duplicates anything . . . typed . . . drawn . . . written or printed.

- Prints as many as 4 colors at one time!
- Fast, simple, clean, economical.
- No inking, stencils or gelatins.
- Prints up to 300 copies from one master sheet —at a cost as low as 5 cents.

FREE TRIAL
demonstrates
these IMPROVED
FEATURES

DUPLICOPY
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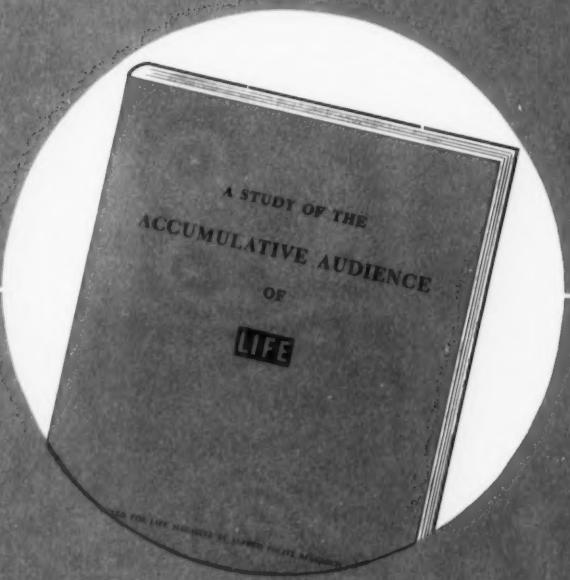
ONLY
\$99.50

WRITE: Order or write for further details.

DUPLICOPY COMPANY
Dept. F • 224 W. Illinois St.
CHICAGO 10, ILL.



How to reach
a majority
of Americans...



All agencies—and most advertisers—have long believed in continuity in whatever medium they used.

Yet, there have been very few media facts about this highly important subject.

Now, with *a Study of the Accumulative Audience of LIFE*,* by Alfred Politz Research, Inc., the facts which support this belief in advertising continuity are available to agencies and advertisers.

The chart on the opposite page shows how a single medium, LIFE, builds its audience . . .

- With a single issue, LIFE reaches 23,950,000 people, or more than one-fifth of the nation.
- With thirteen issues, LIFE reaches 62,600,000 people, or more than half of the nation.

With the facts on the opposite page, agencies now have specific evidence of the dynamics of a magazine audience: evidence of the increasing coverage-potential created by a series of advertisements in a single medium: evidence of how

CONTINUITY *builds an audience.*

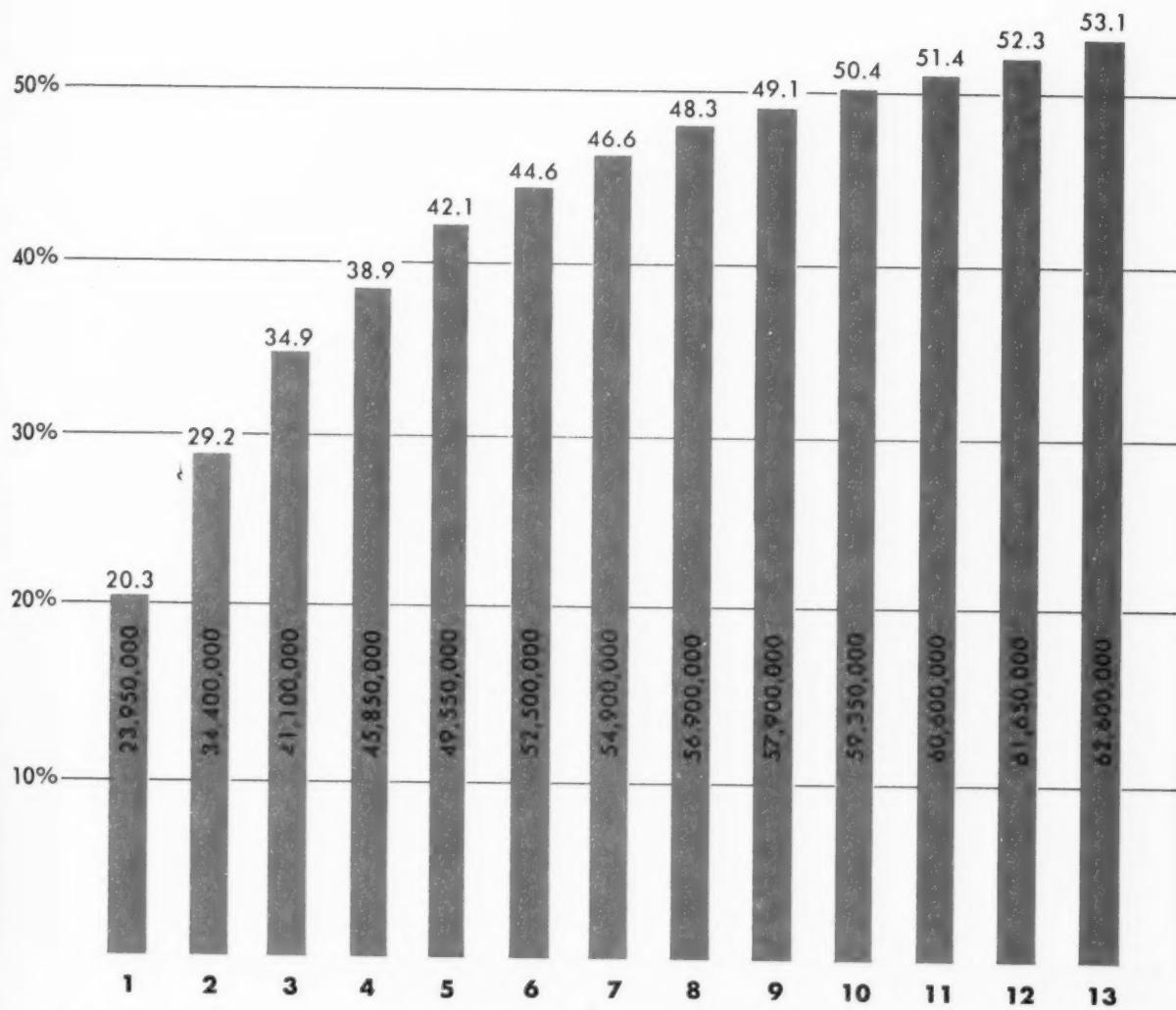
*Available now from LIFE Market Research, 9 Rockefeller Plaza, New York 20, New York, or from your LIFE representative.

CUMULATIVE AUDIENCES OF LIFE IN TOTAL

Coverage of all people in United States (ten years old and older)

coverage & projections

60%



No. of issues of LIFE:

In the course of 13 weeks . . .

**OVER HALF
THE NATION
READS LIFE***

**From A Study of the Accumulative Audience of
LIFE by Alfred Politz Research, Inc. Copies of this
Study are available now from LIFE Market Research.*

LIFE • 9 ROCKEFELLER PLAZA, NEW YORK 20, N. Y.

Dear Editor . . .

J. D. vs J. R.

EDITOR, SALES MANAGEMENT:

In the August 15 issue of your good magazine you have listed Rubberset's Job Description for salesmen. As it is commonly understood, this is not a job description. These are Job Requirements. And I'm sure because PDK (for P. D. Kiely) made them out before starting a training project for Rubberset.

This is wholly constructive criticism. And I think some of your readers might benefit from the differentiation. So let me explain. Job "descriptions" are helpful in placing responsibilities. But this is of minor importance on a sales job because everyone knows pretty much what the salesman's general responsibility is . . . to make sales. Anyway, you'll notice that the boldface headings constitute the specific responsibilities.

On the other hand, a list of job requirements for a specific salesman will show him what he must be able to do in order to make sales. And you'll notice that every one of the job requirements for the Rubberset salesmen begins with a *verb*, naturally. Not so in job description.

So if the job requirements list all of the things a salesman must be able to do, they are vitally important both in sales training and in sales supervisory work. For they are a ready-made check list:

- for a basic training program,
- for work-with and work-review when supervising,
- for making up a work calendar for most efficient use of the salesman's time,
- from which can be subtracted what a man knows now to show what he must be taught for any change in jobs.

All of this I write because experience indicates many don't know why job requirements are especially important and helpful in working with salesmen. Also why job descriptions are not job requirements and why one is usually of much more value to a sales manager than the other.

FLOYD A. POETZINGER
Poetzinger, Dechert & Kiely
Chicago, Ill.

(Reader Poetzinger is right. The not-quite-wide-aware editor who headed the page is on the dog-house porch musing over his sin. A salute to Mr. P. for a good clear statement of the difference between J. D. and J. R.—The Editors.)

"Experts at Work"

EDITOR, SHOP TALK:

Your article in Shop Talk, "Experts

at Work" hits the nail on the head.

We would very much like your permission to quote this to our sales organization; or better still, if you have reprints, we would be glad [to have] 75 copies . . .

W. M. STUART, President
Martin-Senour Co.
Chicago, Ill.

(The fan mail was heavy. Among other companies who received reprint permission or who were supplied with reprints: Anasco, E. I. Du Pont de Nemours, Olin Industries, Retail Credit. —The Editors.)

Well-Insured South

EDITOR, SALES MANAGEMENT:

It may seem a bit ungrateful to take exception to an article so well intended as that appearing in your September 1 issue titled, "Cash Registers Ring in the South as Buying Power Climbs."

Mr. Mezerik, who wrote the article, had apparently gathered a considerable amount of data on the growth and development during the past 10 years, on cattle raising in the South, on farm mechanization, on the textile industry, on the chemical industry, and on the per capita income.

Having done all this, he then wrote: "The South is handicapped in several ways. . . . Most of the insurance is written by non-Southern firms . . ." etc.

It is unfortunate, if not inaccurate, that Mr. Mezerik did not investigate the growth of the insurance industry in the South during the past 10 years to the same extent that he apparently had secured data about other businesses. Having given all these other industries a pat on the back for the progress they have made, he proceeded to write insurance off as practically non-existent.

If, by the term "insurance," the author intended to include the life insurance business along with the "general" lines such as fire, windstorm, liability, etc., his comment is all the more an understatement. For example, this company, located and about 98% owned in Nashville is the sixteenth largest life insurance company in the United States, and is the largest in all the area of the United States located South of the Ohio and West of the Mississippi, based on the amount of life insurance in force. Furthermore, there are a number of southern states in which this company is currently among the top four or five companies in the volume of new business being sold. . . .

During the 10 years Mr. Mezerik used as the basis of his comparisons, this company increased its life insurance in

force from \$706,866,136 to \$2,315,746,164—a growth of about 300%—without the sale of any group insurance and without the purchase or reinsurance of any other companies, and this is a stand-out record in the whole life insurance business. . . .

Nor is ours the only successful southern life insurance company. There are dozens of them. Among the 50 largest life insurance companies in the United States and Canada, no less than seven are located in the South, and these seven have total life insurance in force amounting to approximately \$8,500,000,000. . . .

For the intent of the story about the South, I should like to congratulate [Mr. Mezerik] and the magazine. And since I note his by-line designates him as a Roying Editor, we would be very happy to have him rove to Nashville. . . .

POWELL STAMPER
Sales Promotion Manager
The National Life and Accident
Insurance Co.
Nashville, Tenn.

Fair or Unfair Trade?

EDITOR, SALES MANAGEMENT:

That was a thought-provoking article in the August 1 issue—"Has Fair Trade Failed?"

Two years ago I lived in Dallas—in that "un"-fair state of Texas. We bought nationally advertised brands of drugs exclusively, usually watching the newspaper ads of drug stores, and buying our Pepsodent Toothpaste, Ben-Gay, et al when Ward's Cut-Rate Drug, which was convenient, had a "special" on them.

Then we moved to Wisconsin, with all drug stores selling at the same price, and all the prices higher than we were accustomed to paying. After a couple of trips to the drug store, we started buying all the family drug needs by mail from Sears, Roebuck—Sears' private brands, not the former nationally advertised brands. To cite a couple of examples, instead of paying 69c for 1 1/4 ounces of Ben-Gay, we buy Sears Analgesic Balm, 1 1/4 ounces for 39c. Instead of Sofskin Hand Cream, 4 1/4 ounces for \$1.18 in Fair-Trade Wisconsin, we buy Sears Hand Cream at 8 ounces for 68c.

The net result of Fair Trade insofar as the Morter family is concerned: The local druggists have lost our business. And furthermore we no longer buy Pepsodent, Sofskin, et al.

Have the manufacturers and the retail druggists gained or lost?

CLAUDE MORTER
Stevens Point, Wis.

Lullaby of the Keys

EDITOR, SALES MANAGEMENT:

The other night my daughter and her husband wanted to go to a dance. They could find no other baby-sitter; so I volunteered. When asked what rate I would charge, I said: "\$10 an hour—but not to be paid by you."

So I spent three hours writing the attached for you. If you buy it, I will turn your \$30 check over to my daughter to prove to her that my earning-power is higher than that of any other baby-sitter in the world.

ALEX F. OSBORN
Batten, Barton, Durstine & Osborn, Inc.
Buffalo, N. Y.

(For Baby-Sitter Osborn's piece, see page 104—The Editors.)



ROBERT GAIR COMPANY, INC. 55
PAPERBOARD • FOLDING A

..... multi - color folding cartons
provide dynamic sales promotion
for counter and window display

Sell on Sight!

Sales, profits and prestige of your products really **SOAR** when they go to market in **GAIRVURE** multi-color cartons.

GAIR'S new, scientific **GAIRVURE** printing on paperboard gives absolute fidelity in color reproductions. Yes, **GAIRVURE** opens up a **NEW** field of smart, artistic packaging for your product.

Through the selling influence of **GAIRVURE PACKAGES**, dealers everywhere will respond to the opportunity of displaying and promoting the sale of your merchandise.

Always remember . . . your product in **GAIRVURE** cartons, **SELLS ON SIGHT** . . . and you'll enjoy increased sales with the **NEW**, multi-color **GAIRVURE** packages.

SEND FOR BROCHURE AND SAMPLES

Upon request we will gladly send descriptive literature and samples of multi-color **GAIRVURE**. Write today.



GAIR SHIPPING CONTAINERS

are produced in strategically located Gair Plants.
Dependable service is always Gairanteed.

155 EAST 44th STREET, NEW YORK • TORONTO
G CARTONS • S H I P P I N G C O N T A I N E R S

The Vital Spark in Effective Selling: Creative Thinking

BY ALEX F. OSBORN* • Vice-Chairman of Board,
Batten, Barton, Durstine & Osborn, Inc.

Just what is "creative thinking?" It's hard to define. It's made up partly of sensitivity to buyer-needs, partly of imagination, partly of resourcefulness. It has a peculiarly electric quality. It's an unbeatable asset in salesmanship.

At a college commencement I met Dr. James B. Conant. He was to receive an honorary degree and I was helping him to put on his gown as we were about to join the procession. "Dr. Conant," I said, "I have just read your new book on understanding science. What impressed me most was how you stressed the part played by creative imagination in science."

"It is the *whole* of it!" he replied without hesitation.

No matter how important creative

imagination is to science, it is far more important to salesmanship. Yet this is seldom sensed by salesmen.

The other day I saw a letter from a manufacturer's agent in Denver. Underneath a picture of two roosters, the letterhead bore this slogan: "Just travelin', and scratchin' . . . and gettin' our share." That's about how I thought of my job as a territorial salesman during my 20's. I had no idea that creative thinking was the element that could lift me into a sales manager's chair.

The man who broke me in on the road was an old-timer named "Colonel" List. He doggedly showed each buyer the photograph and specifications of each product. His only departure from humdrum was to dramatize the price. After boomerangly extolling one of our iron beds, he would lean over and whisper: "And the price is only \$4.75, delivered."

This came back to mind the other day when I was visiting George Eager, the promotion manager of *The Philadelphia Bulletin*. He is a friend of mine who believes in ideas—who has used ideas as stepping stones—and who sparks more and more ideas the older he grows. When I told him the story of Colonel List's whispering technique he said:

"That's funny—I used a similar idea just before Christmas. I wanted to get pajamas for my wife and went to Wanamaker's. The section was so packed with women I found it impossible to get any attention. So I thought up a crazy stunt. I leaned over and *whispered* into the ear of a salesgirl: 'I want your help in picking out pajamas for a beautiful girl—not for my wife!' That whisper turned the trick."

Take Signals as Given

A salesman is like a football player. He has to take his signals as given, and follow them out step by step. But after he gets that ball up to the line, it's up to *him*. Nobody else can then tell him when or whether to duck to the right or to the left, to straight-arm, to squirm or to hurdle.

Thus a good salesman has to be both a good carrier-out of plays as planned by the home office and a smart broken-field runner on his own.

And that is what makes selling the fascinating game in all business.

Salesmen are crammed with techniques as to just what to do and how to do it. Instead of a technique, I offer a tip based on my own experience as a salesman on the road.

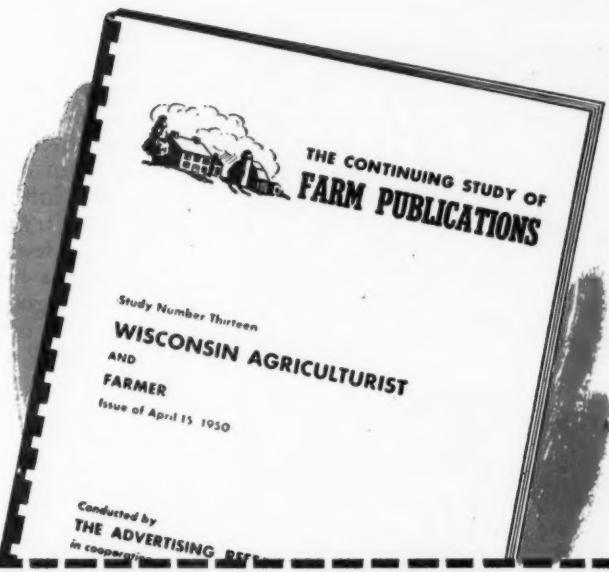
The first territory I ever covered included Dunkirk, N.Y., where there was no retail outlet for the beds and mattresses which I was supposed to sell. The one store that was coveted was Lang's. But Mr. Lang never had liked our company. He had bought nothing for 12 years from my predecessor.

With fear and trembling I went into Mr. Lang's store one June afternoon. He was not there. I told the bookkeeper I would wait. After about half an hour in came a girl of about 14 years old. She cried on

*Author of "Your Creative Power."



Which pages scored 70% or higher?



ANSWER: ALL FOUR OF THEM!

Men readers scored 70% on A and 87% on B. Women readers scored 78% on C and 80% on D. Readers of the

Wisconsin Agriculturist and Farmer were surveyed in Continuing Study of Farm Publications No. 13. You'll be surprised at the high readership figure for both men and women all the way through the issue.

NEW FACTS

HELP YOU SELL AMERICA'S GREATEST DAIRY FARMERS!

This new Continuing Study, conducted by the Advertising Research Foundation in cooperation with the Agricultural Publishers Association, provides an impartial analysis of a farm market that is in a class by itself. This is America's Greatest Dairyland where farming is a husband-and-wife business partnership . . . where women want to know about cows and men show an unusually high degree of interest in what's new

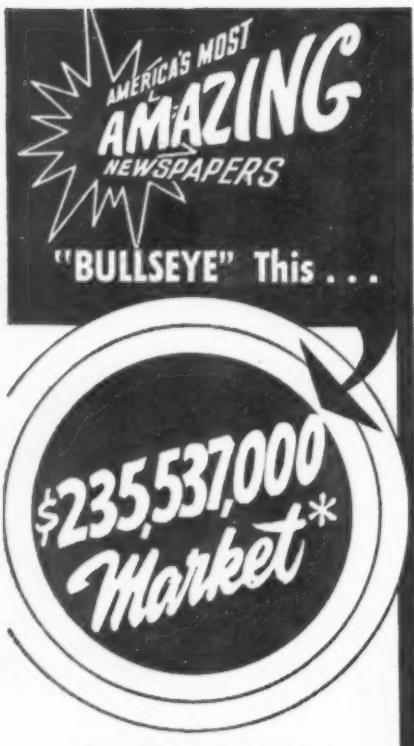
for the home. This is Wisconsin where the "Ag" has earned the amazing loyalty and acceptance of its readers in more than 100 years of service. To sell this rich farm market you need the local farm publication that is so rich in readership. The Continuing Study shows you why.

If you do not receive the Continuing Studies regularly, our representative will be glad to call with a copy. Write us.



WISCONSIN **Agriculturist** **AND FARMER**
RACINE, WISCONSIN

DANTE M. PIERCE, Publisher



QUAD CITY RETAIL SALES

Davenport	\$116,266,000
Rock Island	51,594,000
Moline	57,121,000
East Moline	10,556,000
Total	\$235,537,000

EFFECTIVE BUYING INCOME PER FAMILY

Davenport	\$6,213
Rock Island	5,703
Moline	5,938
East Moline	5,243

THE DAVENPORT NEWSPAPERS HAVE 99% SATURATION IN DAVENPORT PLUS 10,000 HOMES IN ILLINOIS WITH THE WEEKDAY TIMES AND THE SUNDAY DEMOCRAT

ONLY

The
Davenport
Newspapers

have
Home Delivered Circulation
on both the Iowa and Illinois
Sides of the Important
Quad-City Market

THE DAILY TIMES
THE DEMOCRAT & LEADER

represented nationally by
Jann & Kelley, Inc.
*Copr. 1950 Sales Management of
Buying Power
Further reproduction not licensed

the shoulder of the bookkeeper that she had to write an essay on states' rights, and just couldn't do it.

I butted in and I wrote the essay for little Miss Lang right then and there. When her father returned to the store I introduced myself to him, but did not try to sell him any goods that day. A few days later I returned and secured a juicy order. From then on, I had a good outlet in Dunkirk.

That story is told to put this point on my tip: *The way to sell is to serve.*

The best selling is helpful selling, and that's when we need *ideas*. We have to use our imaginations—deliberately and consciously—to think up just what little thing we can do that might be helpful to our customer.

Every successful salesman is resourceful. In his catch-as-catch-can grapples with prospects, he right then and there thinks up one little idea after another to get the order. These ideas are the *tactics* of selling. They are important, but not as important as the *strategy* of selling—the planning—the *creative* planning we can do tonight to make tomorrow's interviews more productive.

What most salesmen need is a *concept*—a consciousness that ideas are important in their work—a consciousness that we are able to produce more and more ideas if we will *consciously put* our imaginations to work.

Just about the most thrilling sales job in my career succeeded because of skull practice on the night before the interview. After an evening plane trip I arrived at my hotel for the night at about 10 o'clock. I had previously made a date with myself to devote an hour before retirement that evening to thinking up a plan by which I could persuade my client to do what I thought he should. From 10 o'clock to 11 I piled up alternative upon alternative and jotted them down—over 50 ideas. Then I quit working, turned to a crossword

puzzle and got my mind off my problem and ready for sleep.

In the morning, based on the frame-work of strategy I had thought up the night before, new and better ideas popped into my refreshed mind. After breakfast I went to the client's office, and within less than an hour succeeded in persuading him.

The point is that if I had not deliberately and methodically done that creative thinking the night before, I would have failed.

That story may help to illustrate what we can do through conscious use of our idea muscles—how we can put more creative power into our selling power by devoting a part of each evening to thinking up strategies for the morrow's interviews—how, having done this, we are almost certain to find in the morning that the ideas we thought up the night before will have sparked still more ideas and, often, better ideas.

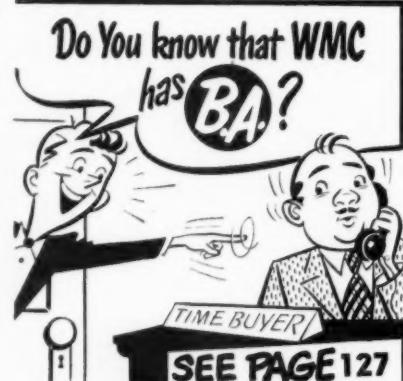
When we do this, instead of finding it so hard to get started in the morning, we are likely to find ourselves raring to go.

Takes Effort and Interest

Of course, this takes effort and it takes deep interest—the kind of interest that makes a man eat and sleep his job. Since, to my mind, selling is the most fascinating and stimulating job in all business, most salesmen do have the interest and are not adverse to effort. What they most need is a new concept of how they can use their creative minds—out of which they can mine diamonds in the form of productive ideas.

To most people work and fun never can be synonymous. But the fact is that creative work can be fun. By and large, no people enjoy their toil as much as those who deal in ideas. Movie-makers, authors, artists, advertising men, reporters, stylists, and creative researchers, are prone to gripe that stomach-ulcers are the wound-stripes of their professions. They know that although necessity is often the mother of creative effort, fun is often the father.

Creative effort offers still another compensation: A salesman can make himself grow by making his creative spark glow. Building your own stature by heightening your creative energy is like lifting yourself up by your bootstraps. But, as Joseph Jastrow has written, strange as this seems, there is plenty of proof that nearly all of us can lift ourselves up by our creative bootstraps. This is especially true of those of us who are out on the firing line of business.



STATEMENT

JUL 17 '50 M.P.G.

Illiopolis, Illinois,

195...

In Account With

ILLIOPOLIS SENTINEL

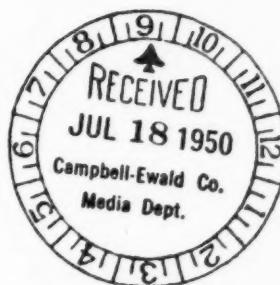
Home News —o— Advertising —o— Printing

John W. Bailey, Editor and Publisher

I have been in the
newspaper business since
March 12, 1912 and Campbell-Ewald
are the best agency I ever knew,

Yours — John W. Bailey

Will be 83 years old Sep. 25, 1950



With pardonable pride, we reproduce this message exemplifying the esteem which we have endeavored to earn among the publishers of the nation ever since we started in business in 1911.

C A M P B E L L - E W A L D C O M P A N Y
H. T. Ewald, President

OCTOBER 1, 1950





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OCT

Dollars are a lot like people —

DOLLARS, like people, can be lazy. Or they can work like the devil himself.

And in times like these there is a greater need than ever for every dollar to work at full effectiveness.

In business, dollars work hardest—and best—under a special kind of leadership; under management that brings a steady stream of *fresh current thinking* to business problems.

Today's constantly changing conditions make it increasingly essential for management to keep its thinking current. They also make it more difficult.

So we believe that today it is especially important for an advertising agency to be a constant source of *fresh current thinking* about its clients' advertising and consumer-sales problems.

Such thinking does not needlessly stir things

up. Rather it continually sizes things up—weighs past decisions, judges present policies, foresees needed changes—always in the light of *current* conditions.

To get this kind of thinking takes the co-operative efforts of many minds. For there must be fresh current thinking not only about art and copy, radio and television, research, merchandising, and media, but also about the best current use of advertising itself.

So, at Young & Rubicam, the ability to produce fresh current thinking for our clients has been made the major task—and the final test—of individuals in *every department*.

Take a great many departments which concentrate on thinking in fresh current ways—apply this thinking with judgment—and you have the approach that Y&R is using effectively for a lot of different products in a lot of different fields.

YOUNG & RUBICAM, INC.

Advertising • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London



Mystik

gets it

up!

... and up go sales!

* When we print your ad on "self-stik" MYSTIK, it's ready to be put up with a touch. That means more point-of-sale advertising . . . less waste. And MYSTIK gets the best spots . . . cash registers, counter tops and fronts, store doors or right on your product.

We will print and die-cut MYSTIK to give you attractive and useful point-of-sale plaques, shelf strips, two-way door signs, product identification and price labels, can and bottle holder plaques and projection displays.

MYSTIK is just part of CHICAGO SHOW Printing Company's full line of point-of-sale services and merchandising aids from a creative art department to complete facilities for printing, lithographing and distribution.

FREE—Write for sample and new book, "39 Ways to Use MYSTIK." Also idea book on cardboard and other displays of every kind.

Mystik

*Self-Stik
Point-of-Sale
Advertising*

REPRESENTATIVES: A few choice territories still available. Write for information.

CHICAGO SHOW PRINTING COMPANY • 2660 NORTH KILDARE • CHICAGO 39, ILLINOIS • IN NEW YORK 1775 BROADWAY
OFFICES IN PRINCIPAL CITIES

"Mix It Yourself and See How Easy It Is . . ."

With that suggestion, a salesman for National Adhesives sets a glass of water, a stir stick and a package of Aqua-Flakes before his purchasing agent prospect. With ordinary tools he's dramatized a new industrial product.

Salesmen of National Adhesives now carry sample kits which enable their purchasing agent customers to make glue at their desks, with no more effort than would be needed to put ink into a fountain pen.

The device, used as a means of introducing a new dehydrated adhesive, Aqua-Flakes, solves the vexing problem of demonstrating an industrial product without a visit to the plant. It also dramatizes the advantage of dehydration, which cuts down on shipping costs and storage requirements.

The new dehydrated glue has been on the market for about 14 months.

The management of National Adhesives, division of National Starch Products, Inc., New York City, knew when they were preparing to bring it out that it would fill the needs of manufacturers of fibre containers, packages and other paper products. (An idea of the applications for adhesives may be had from the fact that eight different adhesives are used in making a package of cigarettes.)

The company had experimented with other conventional dry adhesives. Aqua-Flakes, after being tested by manufacturers under typical working conditions, was the first product of its kind which met National's standards of quality. It is a complete adhesive, needing only the addition of water to be ready for use. Its advantages are obvious, but the company's sales executives—taking into account the difficulty of breaking firmly entrenched habits—decided to capitalize on the fact that those advantages lend themselves to dramatic presentation.

This led to the development of the kit, which can be used both as a giveaway and as a sampling device by salesmen, and as a mailing sample

to be offered in direct mail and business paper advertising.

The kit, a self-mailer carton somewhat smaller than a man's shoebox, contains everything needed to make a batch of glue. There's a mixing glass, with a white line indicating the two-ounce water level; a glass stirring rod; and a packet of the glue, colorfully packaged with a wide red label bearing the product name, Aqua-Flakes, in large white letters. Simple instructions recommend filling the glass with cool tap water up to the white line, pouring in the contents of the envelope and stirring—then letting the mixture stand for a half-hour.

Kit a Hit

Introduced to the 70-man sales force about a year ago, the sampling kit met a warm response. Aqua-Flakes is suited only to large users of glue—those needing 1,000 or more pounds of adhesive a day. The company has had to increase its drying unit capacity twice, capacity now being double what it was a year ago.

The dehydrated glue has been promoted extensively by direct mail, with letters angled to different types of users. A typical mailing consists of the kit, with a letter bearing first-class postage attached to the top. Beginning with the statement, "We're going to show you how to be a magician in one easy lesson," the letter tells how to mix a batch of glue in the glass contained in the carton. In addition, there is enclosed a sample of a product glued with Aqua-Flakes—a product of the type made by the prospect: a seam strip of a multi-wall bag going to multi-wall bag manufacturers, and a spiral tube going to spiral tube manufacturers, etc.



INDUSTRIAL prospects seldom are greeted with such an approach. Yet their interest can be aroused and attention focused on a new product with a simple bit of sales showmanship. In this advertisement, National Adhesives recognized that an idea which is provocative in personal selling is an eye-stopper in business paper advertising copy.

Illustrated, full-page advertisements, appearing in such publications as *Packaging Parade*, *Modern Packaging*, *Purchasing*, and *Paper Trade Journal*, show the mixing operation—with glass, stirrer and the packet of flakes—at the executive's desk. The provocative headline, "Have you ever made Glue at your desk?" has been used. There is a coupon to be filled in, for obtaining the sample mixing kit. G. M. Basford Co. is the advertising agency.

The Triangle Packaging Machine Co., Chicago, has brought out a new "Visco-Mat" machine for automatically preparing the Aqua-Flakes solution. National Adhesives is mentioning the availability of the equipment in its advertising of the powdered product. As is natural, Triangle is pointing out to its customers the advantages of converting to the new adhesive. In other words, each sells for the other, and to their mutual advantage.

A drum of liquid glue weighs 550 pounds, a substantial amount of which is liquid, and the adhesive in this form requires some attention before it is ready for use. It is easy, therefore, to see that there are strong sales arguments in favor of using the dehydrated product, especially now that there is automatic machinery for reconstituting it into liquid form.



IN Boot and Shoe Recorder's total A.B.C., Audited Net Paid Circulation of 20,487 subscribers, practically every well rated "Main Line" or large city, Shoe Store, Shoe Department and Chain Shoe Store in America is represented. With its big city volume buying circulation, Boot and Shoe Recorder offers a strong, *national* circulation in the "Main Street", or smaller cities market which, though often overlooked in sales planning, enjoys far greater purchasing power than the large metropolitan centers.

Recorder Advertisers, selling all grades and types of footwear, are becoming *increasingly conscious* of the *vital importance* of this fast-growing market to expanded sales and to truly National Distribution.

Boot and Shoe Recorder's remarkable coverage of this broad retail base, "Main Street" and "Main Line" makes it the dependable, lowest cost per impression medium of contact for advertising to this \$3 billion at retail shoe market.

Write for Boot and Shoe Recorder's interesting brochure "Main Street", or call your Recorder representative at any of the offices listed below. He will gladly explore the possibilities of this market with you and answer any questions you may have.

CIRCULATION
20,487
ABC NET PAID

BOOT and SHOE
Recorder

A CHILTON  PUBLICATION
100 EAST 42ND STREET, NEW YORK 17, N. Y.
BOSTON • PHILADELPHIA • CHICAGO • ST. LOUIS • LOS ANGELES • SAN FRANCISCO

NATIONAL VOICE OF THE TRADE

Dates & Places for Sales Confabs

The National Sales Executives and its affiliated clubs again provide the setting for the exchange of profit-making ideas.

OCTOBER

Beaumont	Sales Rally	Oct. 2, 3
New Haven (Hillhouse H.S. Auditorium)	Training Clinic	Oct. 2-6
Greensboro, N. C. Senior High School	Sales Rally	Oct. 8
Springfield (Trade H.S. Auditorium)	Training Clinic	Oct. 9-13
Montreal (Mount Royal Hotel)	Rally	Oct. 16
Norfolk (Center Theater)	Rally	Oct. 16
Boston (Hotel Statler)	Conf. on Distribution	Oct. 16-17
Richmond (T. J. High School)	Rally	Oct. 17
Rockford (Shrine Temple)	Rally	Oct. 18
San Diego (Russ Auditorium)	Sales Conf. Rally	Oct. 18
Washington (U.S. C. of C. Bldg.)	Training Clinic	Oct. 23-27
Worcester (Sheraton Hotel)	Sales Conf. Rally	Oct. 24
Chattanooga (Patten Hotel)	Sales Conference	Oct. 25
Montreal (Mount Royal Hotel)	Sales Conference	Oct. 25
San Francisco (Fairmont Hotel)	Sales Conference	Oct. 26
Columbus (Neil House)	Sales Conference	Oct. 26
Montgomery (Jefferson Davis Hotel)	Sales Conference	Oct. 26
Mobile (Admiral Semmes Hotel)	Sales Conference	Oct. 27
New York (Roosevelt Hotel)	Training Clinic	Oct. 30-Nov. 3
Atlanta	Sales Conference	Oct. 30-31
Austin	Training Clinic	Oct. 30-Nov. 2

NOVEMBER

Chester (Penna. Military College)	Sales Conference	Nov. 1
Minneapolis (Nicollet Hotel)	Sales Conference	Nov. 2
Quincy	Sales Conference	Nov. 3
Philadelphia (University Museum)	Training Clinic	Nov. 6-10
St. Louis (Jefferson Hotel)	Sales Conference	Nov. 9
Kansas City	Sales Conference	Nov. 10
Louisville	Training Clinic	Nov. 13-17
Albany (DeWitt Clinton)	Conference	Nov. 15
Toronto (Royal York)	NSE Board of Dir.	Nov. 27, 28

DECEMBER

Louisville	Rally	Dec. 27
Dallas (Adolphus Hotel)	Rally	Dec. 29

JANUARY

Boston (Statler Hotel)	Sales Conference	Jan. 12-13
Jacksonville (Seminole Hotel)	Clinic	Jan. 15-19
Montreal (Mount Royal Hotel)	Rally	Jan. 15
Dallas	Clinic	Jan. 29-Feb. 2

FEBRUARY

Springfield (Kimball Hotel)	Sales Conference	Feb. 1
Fort Worth (Blackstone Hotel)	Training Clinic	Feb. 12-16
Vancouver (Vancouver Hotel)	Sales Conference	Feb. 19
Corpus Christi	Training Clinic	Feb. 19-24
Vancouver (Hotel Vancouver)	Training Clinic	Feb. 19-23
Davenport (Blackhawk)	Sales Conference	Feb. 22-23
Davenport	Sales Rally	Feb. 23
Tacoma	Training Clinic	Feb. 26-Mar. 2
Cincinnati (Netherlands Plaza Hotel)	NSE Board of Dir.	Feb. 28-Mar. 1

MARCH

Cleveland (Music Hall)	Sales Rally	Mar. 19
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MEMO to
Space Buyers

CASH REGISTER PROOF

When your dealers' cash registers sing of sales, you're getting the eloquent proof of readership attention that every space buyer prays for.

That's the kind of readership that prompts mail order space buyers to re-invest their advertising dollars in Foreign Service, the V.F.W. magazine.

Any magazine that can keep mail order space buyers happy is a safe bet on readership attention for your product. You owe it to yourself to make sure your media list includes the V.F.W. magazine — Foreign Service.

WRITE TODAY FOR FREE SAMPLE COPIES OF LAST THREE ISSUES

Foreign Service

THE V.F.W. MAGAZINE

Dan B. Jesse, Jr. & Associates, Inc.
Advertising Directors
10 East 43rd St., New York 17, N. Y.

Cut ADDRESSING *Costs*
New ECONOMY Outfit
Complete for only \$9.95

Slightly higher in some areas

Time-saver . . . work saver—addresses tags, cards, labels, envelopes of any size in a single, swift one-hand motion. No muss or fuss with ribbons, inks, or plates . . . mailing lists easily prepared on paper tape by typewriter or longhand. Single roll holds 250 names . . . easy-change rolls give unlimited capacity!

2¢ MAKES A STAMP! Simple clamp-on unit (6 included) permits repeat impressions at about 1% the cost of a rubber stamp. Mail coupon now!



HEYER Portable ADDRESSER*

At leading Stationery & Office Supply Dealers

THE HEYER CORPORATION, 1836 S. Kestner Ave., Chicago 23
Please send literature and name of nearest dealer

Name _____

Address _____

City _____ State _____

PRODUCT OF THE HEYER CORP., MAKERS OF DUPLICATORS AND SUPPLIES SINCE 1903

Check Lists for Training Meetings

A useful tool for the sales executive concerned with training has just been issued by U. S. Steel. It's "Suggestions for Sales Training Meetings," an 84-page booklet in a hard cover. Text and illustrations deal with *plans* for sales training meetings, and *preparations* for them.

A limited number of copies are available without charge on a first-come basis from the Sales Personnel Division, United States Steel Corporation of Delaware, 436 Seventh Ave., Pittsburgh 30, Pa.

A Check List for Your Meeting Plan

Ask Yourself, and Answer, the Following Questions:

Have you determined the meeting objective?

Have you stated it in writing?

Is the objective attainable?

Is the objective worth the effort?

Is the objective reasonable?

To whom is the objective directed?

Have you selected a meeting leader(s)?

Should he (they) be supplemented by other personnel?

If so, have you determined which personnel?

Have you determined the manner of presenting the subject material?

Have you planned its sequence against the PTSPC approach to learning?

Does your plan fit the mental range of your trainees?

Have you considered whether it was wise or unwise to use any or all of the following meeting aids:

Banners and posters?

Blackboards?

Charts?

Crayon and paper?

Drawings?

Glass slides?

Handouts?

Mock-ups (models)?

Motion pictures?

Opaque projector?

Photographs?

Playlets?

Recordings?

Role-playing?

Silent slide films

Sound slide films?

Speeches?

Stickboards?

Vu-Graph?

Other?

Have you determined the amount of time available?

Have you determined the amount of money available?

Is your meeting date in conflict with other activities?

A Sales Training Meeting Is Well Planned When All the Above Questions Have Been Considered.

A Check List for Your Meeting Preparation

Selection of the Meeting Place:

Finances available?

Central location?

Accessibility?

Nearby hotels?

Size?

Seating?

Lighting?

Ventilation?

Acoustics?

Type of attendants?

Number of attendants?

Labor union considerations?

Outside quietness?

Inside quietness?

Quiet fans?

Quiet door hinges?

Number of electrical outlets?

Location of electrical outlets?

Is current AC or DC?

Is there danger of overloading the line?

Are extra fuses handy?

Location of toilets?

Number of toilet fixtures?

Towels?

Toilet paper?

Soap?

Cleanliness of toilets?

Location of coat room?

Size of coat room?

Location of telephones?

Silencing any telephones in meeting room?

Audience sight-lines?

Path for screen projection?

Room entrance locations?

Freight elevator service?

Storage of meeting aids (exhibits, bulky props)?

Meals?

Special menus for guests with special diets?

Ice water?

Other refreshments?

Arrangement of the Meeting Place:

A "Number 1 Boy" or "Right-Hand Man" chosen?

How about an errand boy?

Has he been paid?

The meeting place has been "personally" inspected?

The meeting has been announced?

The Meeting Announcement Includes:

Date?

Place?

Time of day?

Purpose of meeting?

The Following Meeting Aids Are Ready:

Banners and posters?

Blackboards?

Charts?

Crayon and paper presentations?

Drawings?

Glass slides?

Handouts?

Mock-ups?

Motion pictures?

Needles for record players?

Opaque projector?

Photographs?

Playlets?

Posters?

Recordings ready? Is right side (Part 1) ready to play?

Recordings cleaned with soft cloth?

Role-playing "set-up" arranged?

Skits?

Slide films?

Slide film title checks with title on record?

Speeches?

Stickboards?

Vu-graph?

Preparation of the Meeting Room:

Enough seats available?

Seats arranged?

Tables arranged?

Tablecloths?

Cigars and cigarettes?

Ash trays?

Pencils?

Notebooks?

Place cards?

Glaring lights killed?

Scenery in place and working?

Meeting aids placed properly?

Eye-catchers eliminated or subdued?

Does any outside light hit the picture screen?

Projection machines plugged in?

Projection machines leveled?

Projection machines threaded?

Projection machines focused and framed?

Flashlight for projectionist?

WHEN YOU

THINK OF GROWING MARKETS

THINK OF

FLORIDA



Florida Times-Union

and... WHEN YOU THINK OF
FLORIDA-THINK OF FLORIDA'S
THREE BIG MORNING DAILIES!

TAMPA MORNING TRIBUNE

The Miami Herald

• TO SELL IT TO
AMERICA, TEST
IT IN FLORIDA

Last year a whopping \$2,948,000,000 went into pay envelopes in Florida. Against a national individual income decrease of two percent, Florida climbed a healthy five percent. Only two states showed an increase greater than Florida, percentage-wise, in total income in 1949.

Today, constantly expanding agricultural, industrial and commercial development, plus steady population growth, are swelling Florida's buying power, creating an important, year 'round sales potential for every type of merchandise and service.

When you think of growing markets, think of Florida.

And when you think of coverage in Florida, think first of Florida's three big morning dailies. You reach the bulk of Florida's buying power — and at lowest cost — when you use The Miami Herald, the Tampa Tribune, and the Florida Times-Union in Jacksonville. These three morning newspapers give you family coverage in Florida's three major markets and their rich, heavily populated trade areas where nearly 80 percent of Florida's effective buying income is concentrated.

FLORIDA TIMES-UNION

Jacksonville • National Representatives: Reynolds-Fitzgerald, Inc.,

TAMPA MORNING TRIBUNE

National Representatives: Sawyer-Ferguson-Walker Co.

MIAMI HERALD

National Representatives: Story, Brooks & Finley, Inc., A. S. Grant, Atlanta

BUYERS OF PRINTING

National and Local
Should Know What
PRINTING PRODUCTS CORPORATION
Can Do For Them

One of the largest, most up-to-date and completely equipped printing plants for letterpress and offset lithography printing.



PROPER QUALITY • QUICK DELIVERY • RIGHT PRICE

We Solicit Your Printing Orders and Will Serve You Well

Printing Products Corporation
(The Former Rogers and Hall Co.)

LETTERPRESS AND OFFSET LITHOGRAPHY PRINTERS

Artists Engravers Electrotypers Offset Lithography Plates
Catalogues, Publications and General Printing in One or More Colors

Telephone WAbash 2-3380 — Local and Long Distance
Polk and La Salle Streets Chicago 5, Illinois

The *New York Times* reports: "Advertising expenditures are tending upward rather than the reverse, in spite of the war in Korea. However, it is likely that a wartime economy will bring more pin-pointing of advertising campaigns . . . there will be a tendency of more advertisers toward greater concentration on choice markets."

• • •

Exclusive up-to-the-minute data for "pin pointing" sales and advertising efforts, and for testing new plans stimulated by the "warm war" will be found in **SALES MANAGEMENT'S** forthcoming November 10th "Survey of Metropolitan and Test Markets."

Glass slides checked for proper sequence?
Lamps checked?
Spare lamps available?
Lenses dust-free and clean?
Motors working?
Microphones placed, hooked up and tested?
Recorders hooked up and tested?
Record players hooked up and tested?
Recordings arranged in order?
Recordings to be used first on turntables?
Loudspeakers placed, hooked up and tested?
All sound equipment checked against acoustics?
Spotlights located, hooked up and tested?
Floodlights located, hooked up and tested?
Special lights located, hooked up and tested?
Lectern to projector signal hooked up and tested?
Pointer for speakers using projection screen?
Spare lamps for spots, floods and special lights?
Extension wire covered with carpets or throw rugs?
Registration table in place?
Badges ready to distribute?
Blackboard clean?
Plenty of chalk?
Enough erasers?
Decorations complete?
Cough drops for speakers?
Ice water for speakers?
Meeting room aired?
Floor swept?
Props, meeting aids, scenery cleaned and dusted?

Rehearsals:

All segments of meeting rehearsed separately?
Projectionist's cue sheet finalized?
Stage manager's cue sheet finalized?
First complete rehearsal?
Second complete rehearsal?
Satisfactory complete rehearsal?

Also Consider:

Has list of trainees attending been typed?
Has list of new members been typed?
Are assistants instructed in welcoming duties?
Are special speakers reminded of meeting?
Has their transportation been arranged?
Is someone assigned to greet them and seat them?
Are seats marked for special guests?
Is person assigned to seat special guests?



Dealer mailing piece

66 Milprint 'follow through' service helps us build a better coordinated program. 99

Candy bar wrappers
Foil-Glassine-Cellophane



Lithographed display carton

Colorful window strips



SPERRY *Candy Company*

MANUFACTURING CONFECTIONERS

133 W. PITTSBURGH AVE.
MILWAUKEE 4, WISCONSIN

Mr. William Heller, President
Milprint, Inc.
431 W. Florida St.
Milwaukee 1, Wisconsin

Dear Mr. Heller:

We thought you would like to have our comments on the highly satisfactory results we are getting with your "follow through" service.

It's a real help to have so many types of material and printing processes available from a single source and to have the helpful counsel of merchandising men who understand our kind of selling problems.

We know from experience that Milprint "follow through" service isn't just a claim. It saves us time and helps us build a better coordinated program. Keep up the good work!

Sincerely yours,

Fred F. Foster

Fred F. Foster, President
Sperry Candy Company

FF:st

P.S. Milprint also produces this stationery and calling cards to match.

Lithographed box overwraps



Put Milprint "follow through" service to work for you.
Call your local Milprint man or write today.

Milprint INC
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING

General Offices, Milwaukee, Wisconsin
Sales Offices in All Principal Cities

Printed Cellophane, Pliofilm, Acetate, Glassine,
Plastic Films, Foils, Folding Cartons, Litho-
graphed Displays, Printed Promotional Material



58% coverage at a single cost

THE BIGGEST FAMILY COVERAGE AT THE LOWEST COST

Baltimore families have increased by 28% since 1940 — and more of these new families read the News-Post than any other newspaper!

The News-Post has 68% home-delivered circulation and has been Baltimore's favorite family newspaper for 22 years. Its 58% coverage is Baltimore's largest, reaching 198,299 City Zone families* — at less cost, and at a single cost. (Total net paid 227,091)



● To know all the facts about Baltimore today, ask to see this new Analysis of the Baltimore market.

Baltimore News-Post

First in Circulation . . . First in Coverage in the 6th Largest City

A HEARST NEWSPAPER—Represented Nationally by Hearst Advertising Service

Offices in principal cities: Philadelphia • Baltimore • Boston • Chicago • Detroit
Los Angeles • New York • Pittsburgh • San Francisco • Seattle • Fort Lauderdale, Fla.

*ABC City Zone based upon Bureau of Census 1947 surveys for Metropolitan Districts.

Why Our Sales Policies Are Built Around Manufacturers' "Reps"

Alad Aluminum Ladder is cashing in on the intimate relationships existing between manufacturers' agents and their industrial customers. But it's not all one sided. Here is a review of what agents want and need from their suppliers.

We manufacture aluminum and magnesium ladders, one of those new lines which hasn't a well-established pattern of distribution.

We first tried to sell through jobbers via our own factory salesmen, to reach industrial users who at present buy most of our ladders. But, instead of being a wide open sales thoroughfare, this method proved to be a dead end for us. If the jobber stocked the line, he did not sell it. He waited for customers to ask for it. We could not afford the extensive advertising required to stimulate demand.

Aluminum and magnesium ladders must be taken to the potential user, and *sold*. They cost two and a half times as much as wooden ladders, which deters household customers. Even the industrial user has to be shown the real economy in metal, for which we have excellent sales data. Light metal ladders are more durable, cut labor costs, prevent accidents. Ladders stand high as a cause of industrial and farm accidents.

We decided to sell through "manufacturers' agents," so-called. We use the term "branch sales offices."

Today, industrial buyers, eager to cut costs, like to buy direct from factories. We based our marketing strategy on that belief, taking care to see that direct buying would mean real economies to them. We geared our marketing to build volume and reduce our own production costs passing along economies.

We use percentages for everything in a commission and bonus system that rewards sales representatives for volume gains. We even have a percentage system for sales aids. For each unit of monthly sales made by an agent, for example, we send one sales letter into his territory.

San Francisco, Seattle and Denver were our first offices. Dallas and Salt Lake City have been added, with Los Angeles and Pomona, Calif., our factory location.

Our plan for opening a new office

is based on experience in these centers. We seek experienced manufacturers' agents who know customers for metal ladders, who have proved their ability to sell, whose knowledge of their areas, plus common sense, gives us valuable aid in sales, design, process, distribution. They are men earning more than average salesmen do.

These agents can lower costs to their customers. Their own costs are based on representation of numerous manufacturers, effecting economies. They are free of various taxes. They spend more hours selling to create maximum earnings for themselves. They exercise judgment in expenses because they meet them out of their own pockets. During a depression they can stay on the road. During wartime they know how to develop business in war plants, giving us raw materials.

Agent's Qualifications

They are keen judges of credit, avoid doubtful sales, are quick on credit reports. For the past 10 years we have had an extremely low bad debt and slow pay hazard. They are neat about collecting past-due accounts and keeping good customers who may have had temporary difficulties.

How do we locate such men?

We ask our customers in a given area, advertise in newspapers, read business papers. Our advertising in "Agents Wanted" is never "blind," but tells the high-caliber man, seeking new lines, what our proposition is. The best men are hardest to find, and they have to be sold.

We receive few replies. To each we mail a one-sheet questionnaire, asking 20 questions about business experience, other lines handled, facilities, sales volume, standing. Questions considered too personal may be skipped. In return, we supply information about ourselves.

When we have information from several men, we fly to the key city for personal interviews, which are absolutely necessary. Good men who may not have answered our advertisements, but of whom we have heard, are called on the telephone. Interviews are kept on an easy basis, confidential, during luncheons or cocktails. These men are not looking for jobs. We deal with them as successful businessmen. After a choice has been made we deal with them as customers. We are screened as well as they, for they want to know who we are, our policies, and whether we have what it takes to stay in business. Only after these agents are convinced that they can build business for us do they look into the line; they look especially for quality.

Our decision to take on each agent is based on his business standing, sales volume, experience, other lines handled. Ability to sell stands high, but we do not look for spectacular sales, which do not last. We state that first-year sales may not be large, second-year may be better, third-year strikes the real stride. Most productive are the men who have an office, small warehouse or display room, and who cover their territories fairly often and do not split commissions.

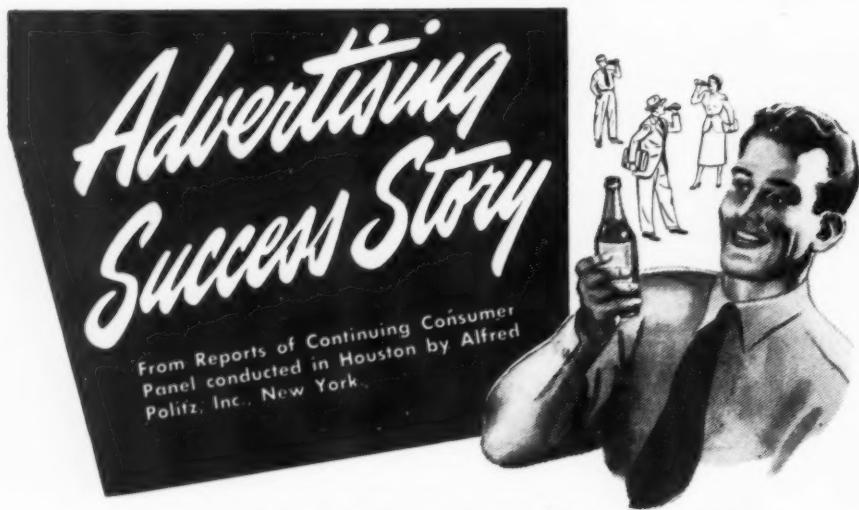
Splitting commissions violates our percentage basis, which is maintained in our customers' interest to keep distribution costs reasonable. An agent can figure on about six hours working time daily, five days a week, with travel expense of around \$70. Our commission is figured on satisfactory earnings for the man who can sell, with bonuses for volume. We recently adopted a small base quota which can be reached by any salesman with moderate effort, after which bonuses begin. We find that this keeps the salesman alert to sell the quota early in the month. It also leads to additional sales later in the month, which gives us funds to finance more sales aids in that area. When the agent makes the sale himself he can make money. When he attempts to increase volume through

As told to James H. Collins

BY F. A. VON BAUM

Sales Manager

Alad Aluminum Ladder Corp.



How a popular Soft Drink* Doubled its percentage of the Houston market in only two years...with Chronicle advertising

Houston is a *good* market for soft drinks — but a highly competitive one. It took good advertising in the right medium to accomplish the following near-miracle: This well-known quality product* climbed 104% in percentage of market in Houston between Periods No. 1 and No. 4, while the increase of those stocking any soft drink rose 8%. And, please note that record-breaking Period No. 4 covers the off-season *winter* months. Yes, good copy in Houston's Number One newspaper is a sales-winning combination!

This outstanding job was done with Chronicle advertising exclusively — with a minor exception in Period 3.

	Products* Percentage of Market	Homes Stocking Any Soft Drinks	Advertising Performance (in Lines)
Report No. 4 (October 1 to March 31, 1950)	8.8	51.0	3150 CHRONICLE Comics
Report No. 3 (April 1 to Sept. 30, 1949)	5.5	54.6	4433 CHRONICLE Comics 194 PRESS
Report No. 2 (October 1 to March 31, 1949)	4.8	39.5	630 CHRONICLE Comics
Report No. 1 (April 1 to Sept. 30, 1948)	4.3	47.1	4410 CHRONICLE Comics

* Name of product upon request.

The Houston Chronicle LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 37 CONSECUTIVE YEARS

split commissions, he is entrusting his customers and his business to outsiders who are interested only in landing a particular order.

Territory is important. In talking with a number of men who have their own businesses in their areas, we get good ideas of territory, regardless of state lines. Outlying jobber cities in adjoining states may be included, to be covered by less frequent trips, or by appointing jobbers, so our men can call on industrial users, selling the factory direct. As soon as a sales representative is chosen, we map out his territory with him.

Directory Listing

The next step is to arrange for a one-inch advertisement in the yellow pages of the Classified Telephone Directory under "Ladders," giving the representative's name, address and telephone number. These advertisements are productive because people who need ladders turn to the Classified Telephone Directory first of all, and our sales agent says a word or two for himself as well as for our ladders. Tenor of copy runs like this: "Alad Aluminum Ladders; industrial ladders, extension, step, orchard, all aluminum; first cost is the last cost; lighter, stronger, safer; available from 2 ft. to 60 ft."

To a mailing list furnished by the agent we send out the first letter, an announcement of his appointment, with an introductory offer at an attractive price. This is followed by monthly letters with information about our line.

We never use general mailing lists, but rely on the agent to maintain live names of potential industrial customers. These may be plant maintenance men, superintendents, foremen, rather than top executives. We want to talk to the man who uses ladders. Mailings are gauged to sales, roughly \$1 in sales to one letter, so that there is an incentive to keep lists up-to-date. After six mailings names are dropped and new names must be furnished. An active salesman working right along has little difficulty in supplying good names.

All our sales aids are planned to produce live leads. They average 5% good leads, resulting in sales to around 72% of them. The average sale is around \$100.

There is nothing fancy about our mailings, no glamorous printed material, no intriguing approaches in letters, because we rely on the bare purchasing interest in our line. Single mimeographed letter sheets filled with single-spaced typed data get the closest attention from the maintenance men we want to reach. They

have the responsibility for keeping cost down. Alad ladders will help them do it. They want to know about models, lengths, durability, safety, costs.

In our line we have 17 different models or types of ladders, both aluminum and magnesium, in length from 2 to 60 feet. Aluminum weighs half as much as wood; magnesium is a third lighter than aluminum. They are used in industrial factories, by oil companies, by aircraft plants, in orchards, etc. Proper selection plays a big part in production costs, wages and safety. Hence data on which to select and buy are most effective with our potential customers. We do not have to hypnotize them into feeling that they need ladders—they know that well enough.

The ladder business is highly seasonal. Even factories have months in which they are at peak, as much as fruit growers; therefore, we have the problem of spreading out our own production as much as possible. For this purpose we are constantly seeking new industrial markets that help round out the year.

As soon as a new agent has been chosen we make up a stock of ladders adapted to the market in which he operates, the most popular types and lengths used by different industries. This is consigned to him as a sample and emergency stock only. All normal orders are filled directly from the factory.

Sample Used

Frequently, the agent will load a sample ladder on his car. We furnish him with a rack on which he can carry a ladder of any length. His prospect may want him to leave a sample, or he will use the rack to deliver an emergency order. It is not necessary to point out the selling advantages of this consigned stock.

This kind of distribution through high-caliber representatives, in regional sales offices, has these results:

1. Salesmen of ability, interested in closing the sale.
2. An economical distribution cost, with 25% lower prices to customers and fair commissions to representatives.
3. The status of branch sales offices with advertising in the Classified Telephone Directories at moderate added cost to ourselves.
4. Solves our problems of travel expenses, insurance and similar costs.
5. Minimizes credit problems.
6. Gives us direct contacts with our customers, developing data leading to engineering improvements, lucrative special orders, etc.

Coming!
FIRST ISSUE
JANUARY 1951

**FIRST AND
ONLY MEDIUM
DEVOTED EXCLUSIVELY
TO JOB OF
SELLING PLASTICS &
PLASTICS PRODUCTS
AT RETAIL LEVEL**

PLASTICS Merchandising
THE RETAILER'S MONTHLY — NEW WAYS TO ADDED SALES... WITH PLASTICS
Vol. 0 No. 0 SEPTEMBER, 1950

Foley's Plastics Fair Was Huge Success. Repeat Is Held Likely
Event Was Part of 50th Anniversary Promotion Cos. Exhibit in Housewares Dept. Tied to Window Displays

Reaches Your Best Customers in the Nation's Richest Markets

CIRCULATION PINPOINTS 50,000 PLASTICS BUYERS

WRITE FOR PREVIEW PRESENTATION ISSUE

To help you make an immediate appraisal of this important new publication, the editors and staff have prepared a special fully printed preview issue. Just off the press, a free copy, together with full details, are yours for study. Write today on your business letterhead to

PLASTICS MERCHANTISING, INC.
A Unit of Breskin Publications — Affiliated with Modern Plastics Magazine
122 EAST 42nd STREET, NEW YORK 17, N. Y.

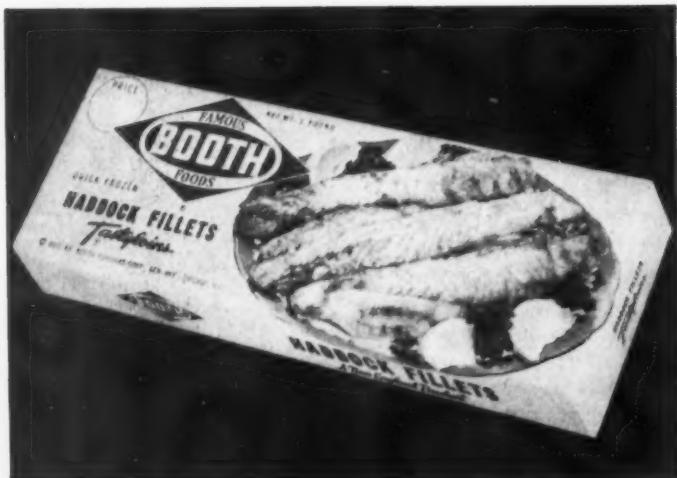


CHRISTMAS GIFT CARTON for Old Fitzgerald Bourbon Whiskey is in holiday colors and the design carries out the slogan, "Key to Hospitality." It was designed by W. Terrell Dickey and lithographed by Lord Baltimore Press for Stitzel-Weller Distillery.



RE-USE DECANTER is used to merchandise nationally advertised Lucky Leaf brand vinegar packed by Knouse Foods Cooperative, Inc. Armstrong Cork Co. designed container. Labels made by Stecher-Traung Lithograph Corp. and Inland Lithograph Co.

Packaging to Sell



FULL-COLOR PICTURE WRAPPER is being used by Booth Fisheries Corp. for its package of "Tastyloins", quick frozen fish fillets. The pricing spot on the face of the box makes it an ideal package for self-service stores. The new picture label was printed by the Marathon Corp.



NEW MODERN PACKAGE is helping the Badger Tool & Mfg. Co. to sell its line of gas and radiator caps. A white, gleaming symbol of chromium flash stands out boldly on a green background. The package and accompanying display were designed by Richard M. Franz.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Sales Promotion. By Alfred Gross and Dale Houghton. Published by The Ronald Press Company, New York, N.Y. Price, \$5.00.

Messrs. Gross and Houghton are, respectively, assistant professor and professor of marketing at New York University. Their book, a definitive study of sales promotion, its methods and practices, covers the field in all its aspects. The book is divided into four sections: working with the marketing division, working with the dealer, stimulating the consumer, and additional aspects of sales promotion. There are many illustrations, both charts and cross-references to the sources of authority.

Outlines of Marketing. By Hugh E. Agnew, Harold A. Conner and William L. Doremus. Published by McGraw-Hill Book Company. Price, \$4.25.

Here's the third edition of the book which first saw light of day in 1936. It has been heavily revised and brought up-to-date, though the general plan of the book has not been altered. Among the new features: a discussion of the U.S. as a market, new material on merchandising and sales promotion and large-scale retailing; a discussion of the changes in transportation.

Successful Selling for the New Day. By Harry Simmons. Published by Harper & Brothers. Price, \$4.00.

Mr. Simmons will be remembered for his SM articles. This is the revised edition of one of his popular books on salesmanship. It is full of brass-tacks ideas, suggestions, talking and selling points. Mr. Simmons has even included a section on how to use the book, dips into such facets of selling as how to find prospects, how to handle them once you've found them, and how to regain lost customers.



OCTOBER 1, 1950

Lettering. By Alexander Nesbitt. Published by Prentice-Hall, Inc. Price, \$6.00. Prentice-Hall feels that this book may well become the standard, authoritative work on lettering and design. The author is a well-known calligrapher, painter and designer. He traces the history of lettering (with illustrations), and, in part two, provides a short course in the elements of lettering and design.

Leading and Managing Men. By Douglas C. Lynch. Published by The Ronald Press Company, New York, N.Y. Price, \$3.00.

The objective of this book, says the author (He's director of International Operations, Crosley Division, AVCO Manufacturing Corporation.) is to "explore and develop the know-how of successful management, and to point up the results that can be obtained by using effective systems and practices in this profitable field."

Handbook of Personnel Forms and Records. By Eileen Ahern. Published by American Management Association, 330 W. 42nd St., New York 18, N.Y. Price, \$3.75.

This—report number 16 of the American Management Association—is a handbook of various kinds of forms currently in use by business and institutions. The reports reproduced cover every major activity of personnel administration. There are check lists of items found on hundreds of similar forms, a great diversity of layout, typography, arrangement of items, etc. Some of the sections: application forms of all kinds, interview records, references, manpower inventory, payroll notifications, job analysis, job rating, on-the-job-training.

Suffolk's Guide to the Mails. By Roy L. Pepperburg. Published by Suffolk Publications, Greenlawn, N.Y. Price, \$2.00.

This is a postal guide—albeit unofficial—produced by businessmen for businessmen. It provides hints, shortcuts, rules, laws and regulations governing the mails. Its publishers believe it will save you money by teaching you how to send your mail at lowest cost and insure the fastest possible delivery. It even purports to tell you when *not* to use the mail . . . when to use pre-canceled stamps . . . when to pay postage by the pound rather than by the piece . . . when your mail must be sent First Class.



This is the NEW "One-Two!"

You've heard of that punch
called "the old one-two"?...
Well, this is the NEW "one-two"
—the mighty double wallop
new Metro delivers



**THE WORLD'S LARGEST
MAGAZINE CIRCULATION!**



**THE HIGHEST
READERSHIP OF ADS!**

BIG, smart, experienced *heavyweight* advertisers are using Sunday magazines more than ever before in all advertising history.

Their dense coverage where people and money are concentrated... their intense impact... their proved sales-producing might have made them champions in the minds of these advertisers.

They possess a mighty wallop—but the mightiest of them all, Metro, delivers a *double wallop*.

First—Metro gives you the *world's largest magazine audience*, and it's concentrated where two-thirds of all retail sales in the United States are made. This audience is bigger by *millions*

than the next two giants. For the score reads:

METRO **Over 14,000,000**
AMERICAN WEEKLY **Over 10,000,000**
THIS WEEK **Over 10,000,000**

Figures based on latest A.B.C.

Second... *biggest readership*. Look at the record. Make your own comparison of all 1949 campaigns which ran in Metro and other leading publications. See for yourself how Metro delivered up to *three times the readership*! See, too, that this higher average readership per dollar was among *both* men and women!

Circulation like Metro's... ad readership like Metro's—that's the *new "one-two"* smart advertisers are looking into right now. You, too?

Individually edited by these leading Sunday Newspapers:

ATLANTA *Journal-Constitution*
BALTIMORE *Sun*
BOSTON *Globe and/or Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*

CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News and/or Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*

MINNEAPOLIS *Tribune*
NEW ORLEANS *Times-Picayune*
& *States*
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*

Sales Offices for Metro Magazines and Metro Comics . . . NEW YORK • CHICAGO •

Here's one reason why your ads in Metro get such sensational attention and readership:

UNMATCHED LOCAL INTEREST

Editors of big national publications are always beset by one big problem. They have to interest people of the most varying interests with the same material—and it cannot always be done. Does Detroit care about Bunker Hill Day in Boston? Does a citizen in Omaha care about New Orleans' Mardi Gras or his own Ak-Sar-Ben fiesta? How interested is an Indiana farmer in small-boat racing on Minnesota's lakes?

Metro's editors have no such problem! Because Metro is *independently edited* by every one of its 27 member papers. Your ads are side by side with pictures and stories of consuming local interest to readers. No wonder your ads get *up to three times the readership!*



SOLID CITIZEN, St. Louis. Sure, he and his family are interested in the world at large, but *much more interested* in the St. Louis Municipal Opera than the Hollywood Bowl... in the Cardinals than the N. Y. Yankees. St. Louisans get what *they* want to read about in *their* independently edited issue of Metro.



STRICTLY NEW YORK, this couple. Interested in the newest plays, Broadway happenings, oddities of their odd city. Sure, their interests—their *primary* interests—are *local!* And their copy of Metro is edited for *their* interests. Which is as it should be—if you want the biggest pay-off in readership for your ads!



MARDI GRAS in New Orleans. That's a feature of *big* interest... in New Orleans. The rest of the country may be mildly interested in this colorful pageant, but in New Orleans it gets *top* billing. So, in Metro in New Orleans, the *focal* features are *local* features. And how they enhance the readership of your ads right next to them!

PROVIDENCE Journal
ST. LOUIS *Globe-Democrat* and/or *Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

DETROIT • SAN FRANCISCO • LOS ANGELES



Capital Cashes in On Creative Selling

(Continued from page 39)

Petoskey, Mich., and Rocky Mount, N.C., are glad to get Capital service, and Capital is glad to give it. . . .

Slim Carmichael talked most about morale:

"We believe our employes have invested in this airline. They're giving all they've got to it. In return, among other things, we take them into our confidence. We tell them in detail—

the bad with the good—how things are going. We don't soft-soap them, nor minimize problems.

"Through co-ordinators they get the management's confidential reports and the minutes of monthly management meetings. I edit the minutes, but we still try to give them the whole picture.

"All our people from foremen up attend monthly meetings in Washington.

"Every three months the stations which have made their sales quotas send people they select to Washington.

ton to receive awards."

And annually Capital selects, from its entire 3,200, the "man (or woman) of the year" whose idea or plan has meant most to it. The 1949 winner — duly cited and pictured throughout the organization — was John Smith of the accounting department. . . .

One veteran aviation consultant told *SM*:

"Capital has developed the best sales spark of all the airlines. Jim Austin is not only a good salesman but an inspiring leader. Slim Carmichael knows the importance of sales. He was smart enough to get an exceptional man, and give him free rein."

The Austin Spark is Felt

The Austin spark is felt throughout Capital Airlines.

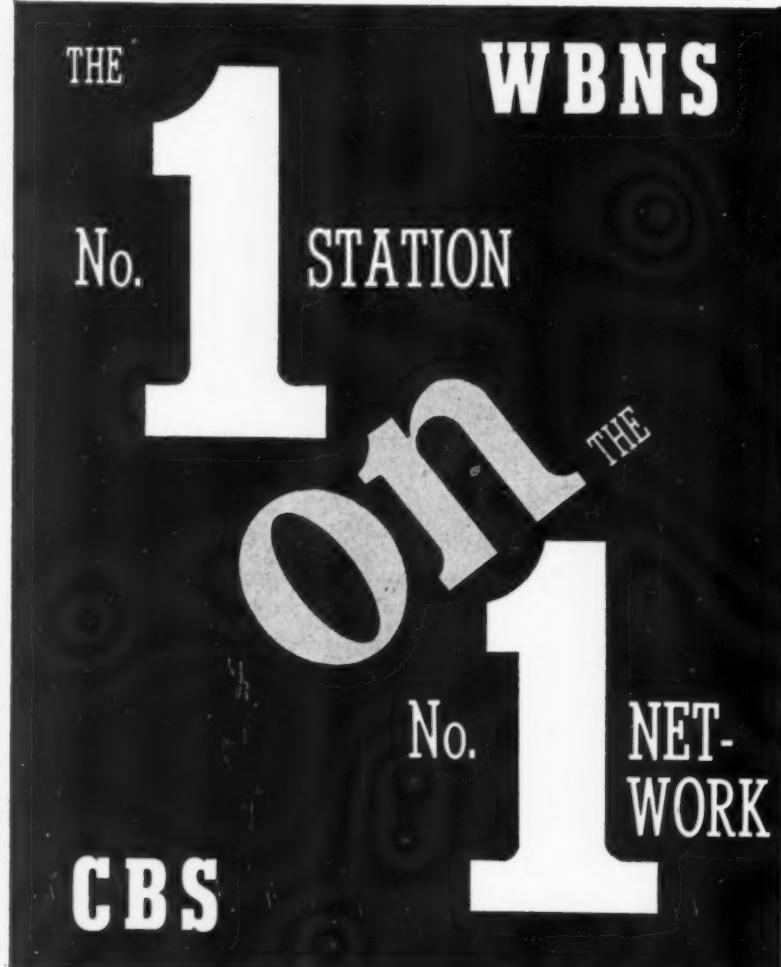
It fires the sales potentials of non-selling as well as selling employes. It reaches some 2,500 travel agencies, other airlines and hotels for business interchange and packaged tours. It gets many thousands of young people, business people, vacationists and others "sampling" Capital (and aviation) through special events tours. And it is persuading shippers that Capital air cargo is the way to get needed products through fast.

Last spring Capital held a contest, open to all employes, for international business. Some 400 participated. For every \$1 of such sales for three months each contestant received one point — with one-fourth of 1 point bonuses for tickets sold on the Scandinavian, TACA (in Latin America) or TWA systems. The three high-point employes won all-expense trips for two to Northern Europe, Guatemala and Paris. In addition, Capital paid all participants 2½% commission on dollar value of all international business sold.

Among its 150 female hostesses and 100 male flight attendants, the company conducts "in-flight" contests for signing continuing and return flights. Four monthly winners get \$100 to \$25 savings bonds; three-month winners, trips to Bermuda. Last spring, 95% of Capital's flight aides took part.

In three months the international and in-flight contests produced \$109,000 extra revenue. Both are being repeated this fall and next spring.

A continuing Capital contest is the much-publicized "Magic Telephone" series, before business groups of 25 or 50 to 3,000 people. Audiences listen in on telephone conversations of Capital ticket office people. Courtesy and good salesmanship win \$25 prizes.



The Hooper May-June Index for CBS stations places WBNS first in share of audience . . . Another proof of this station's outstanding popularity in central Ohio . . . Another convincing demonstration of how advertisers get greater value for their money on WBNS plus WELD-FM.

ASK JOHN BLAIR

POWER WBNS 5000 - WELD 53,000 CBS COLUMBUS, OHIO

In Capital's sales executive setup, Jim Austin has tried to make up in quality what he lacks in quantity. Special event or charter business is directed by Bill Urquhart. Manager of interline and agency business is V. K. Stevens. Cargo is in charge of Guy Springer. Fred Klein is manager of reservation and ticket sales.

In all but six cities—New York, Chicago, Detroit, Washington, Cleveland and Pittsburgh—the 23 district managers operate alone.

"We have only one-fifth as many men as we had in 1947," Austin explains, "but individually they earn twice as much money. Capital is the only airline which pays commissions above salary."

"Our men can't be doorbell ringers. They've got to make calls pay. You might call them wholesale men. They concentrate on people who influence a lot of travel and shipping."

Only about half of the present group were with Capital before Austin came. (Jobs for some of the former 186 were found elsewhere in the organization.) A few have served other airlines. But mostly they are newcomers, with other sales experience—in railroads, automobiles, advertising agencies, stock brokerage, etc.

In almost two years none has been moved. Austin wants to "give them a chance to develop in their areas."

A few of the larger offices have cargo salesmen. But mainly the district manager must cover all types of business sources.

Moreover, all find time for some special "sampling" or promotion.

Special Promotions

Bill Smith, Richmond manager, discovered that a lot of GI's at nearby Camp Lee hailed from Boston. He got permission to set up a desk near the paymaster, and lined up several flights home. Traveling by air, three-day passes meant much longer visits.

District managers at Charleston, W. Va., Mobile and Toledo broadcast aviation news programs over local stations . . .

Thus far this year Capital has run 15 blind-destination "mystery flights" (one of which rated a picture story in *Life*) . . . Last spring Capital carried 600 high school students to Colonial Williamsburg and back, for \$10 each, and then made a similar deal for Richmond youngsters to see Washington. . . . Sunday sightseeing flights, introduced last year, are now offered at 40 cities.

Despite increasing sales to other groups, athletic teams still take 60% of the charter flight total. The 39

football teams and their rooters whom Capital will carry this fall will boost fourth-quarter revenue, but Austin and Urquhart would like them to do more for the second and third, and especially for the first.

Capital's current roster includes Notre Dame (flying for the first time since Knute Rockne's death in an airplane accident), Minnesota, Illinois, Maryland, Wisconsin, Pittsburgh, and such off-line colleges as Nebraska and Iowa and (proving that Capital will go 2,000 miles to earn a buck) the professional Los

Angeles Rams and San Francisco 49ers.

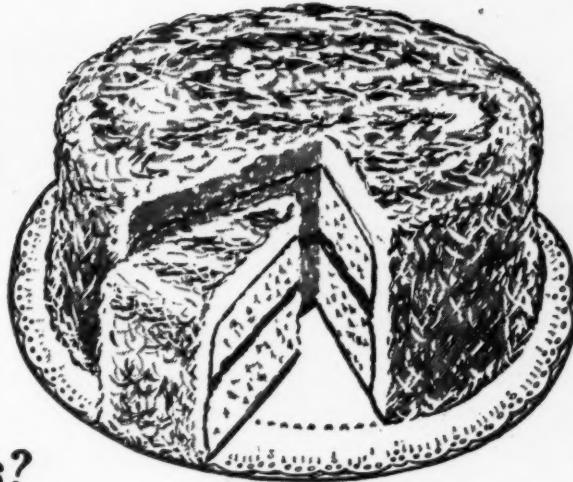
Although its regular routes don't reach Boston, Capital customers this summer were the baseball Braves and Red Sox, and this fall Boston College, Boston University and Holy Cross.

Business groups which have gone Capital include General Electric, General Motors, General Foods, Westinghouse, RCA, Time, Inc.

Recently the charter rate was cut, for 50-passenger DC-4's, from \$2 to \$1.75 a mile—or less than the Air-

Buffalo Area People Spend \$282,241,000 For Food

*Are
You
Getting
Your
Share
of
This
Business?*



The families in the seven counties of Western New York spent more than \$282,241,000 for food last year. They were aided in their selection of nutritious foods by national and retail food advertising in The Buffalo Evening News . . . the great medium which reaches them in the afternoon, when food is their paramount concern.

**Sell the News Readers
.... and you sell the whole
Buffalo Market of 1,402,973 people**

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER



CAPITAL'S PRESIDENT—J. H. (Slim) Carmichael met some stormy weather.

coach level of 4 cents a head.

Since 1946 Capital's "special events" business has soared from \$25,000 to a \$1 million a year rate. . . . The proportion of total revenue produced by travel agents rose from 6.3% in the first half of 1946 to 13.7% in the first half of 1950. . . . Capital soon may have a favorable ratio in joint business with other air carriers. For every \$1 it produced for other lines, Capital has been getting back annually, since 1946, 65, 72, 75 and 84 cents—and in the first half of 1950, 94.2 cents.

Jim Austin shoots high.

For 1949 he set sales quotas, excluding mail, at \$20 million. The different passenger divisions would have to provide \$18 million and cargo \$2 million—an over-all increase of more than 12%.

Every division exceeded quota, to pile up a non-mail total of more than \$22 million—or an over-all increase of 21.2%. All forms of passenger business rose 23% to \$19.8 million, and cargo (freight and express combined) climbed 20.5% to \$2.2 million.

For 1950 Austin is shooting for an over-all non-mail quota of more than \$30 million—50% higher than the 1949 quota and 36% higher than 1949 actual volume.

The cargo quota is up only a modest 18% to \$2.6 million. But banking on early delivery of the Constellations and Super DC-3's, he set the passenger goal 50% higher.

He blames the fact that the Connies came three months late for a lag until now in the scheduled passenger rate. But the agency, interline and cargo divisions are even with quota, and in special events Capital appears to be going nearly 50% ahead of it. . . .

All of these widespread, hard-hitting efforts are backed up by sep-

BARGAIN—Capital has found that 4-cents-a-mile Aircoach, which it pioneered, has been about twice as effective as standard service in attracting first riders. Aircoach gets a consistent intensive campaign in newspapers and other media.

Capital's Amazing 4-engined Travel Bargain

FLY THE "NIGHTHAWK" Aircoach

CHICAGO — \$29⁶⁰ — 4 hrs. 49 min.
(Rail Coach: \$30.71—16 hrs. 40 min.)

MINNEAPOLIS — \$41⁰⁰ ST. PAUL — 7 hrs. 52 min.
(Rail Coach: \$37.49—26 hrs.)

DETROIT — \$21⁰⁰
(Rail Coach: \$23.25—12 hrs. 18 min.)

Equally fast flights . . . equally low fares to Milwaukee, Cleveland, Pittsburgh, New Orleans, Mobile, Birmingham and Knoxville

(All fares plus Federal Tax)

FOR RESERVED SEAT TICKETS: Brooklyn Airlines Terminal (opposite A & S), 90 E. 42nd St. & 165 Broadway, & Airport Terminal Newark or your travel agent. For Air Travel ANYWHERE in the World, Call MURRAY HILL 7-8330, in Newark, Mitchell 3-8029

Capital AIRLINES

GIRARD PERREGAUX
OFFICIAL WATCH
CAPITAL AIRLINES

arate advertising and sales promotional campaigns totaling \$1.2 million. Joel Daniels is advertising manager, John B. Anderson, sales promotion manager, and Joe Montgomery, art director. Lewis Edwin Ryan Agency, Washington, handles the account.

Two-thirds of the \$900,000 newspaper expenditure promotes regular service and one-third Aircoach and family fare plans. Both run on a several-insertions-a-week basis in 137 papers in the 75 on-line cities.

The Aircoach series—personified by a flying Scotchman and featuring economy and popularity—was one of two transportation case histories included by the Bureau of Advertising, ANPA, in its "Blue Book of Newspaper Advertising," for 1950. (Capital mailing pieces also have just won their third DMAA Award.)

As the new Constellation "Queens of All the Air" go into service on Chicago-Washington, New York-Chicago and other runs, large space newspaper campaigns announce them. On their behalf Capital has issued 125,000 direct mail "invitations," has developed special point of purchase and other material and, in *The New Yorker*, *The Saturday Evening Post* and *Time*, is launching its first magazine series.

Including spare parts and about \$50,000 each for special appointments, the five Connies cost about \$1 million each. Capital is paying Lockheed Aircraft Co. for them, without down payment, \$20,000 a week apiece, over a five-year period.

Legend has it that Carmichael previously approached Douglas Aircraft Co. for such a deal on DC-6's, and that Donald Douglas replied: "Look, Slim, we aren't in the television set business, at \$1 down, \$1 a week."

But later Douglas came to "terms" on the Super DC-3's.

Meanwhile, with some prodding from Capital, Robert E. Gross, president of Lockheed, is giving Capital Constellations its promotional works.

With three other domestic Connie operators, Eastern, TWA and Chicago & Southern, Lockheed has begun to promote Capital (through Foote, Cone & Belding) in a one-year campaign in 25 major market newspapers. Lockheed also is paying the bill for a Capital direct mail campaign, is contributing "Fly Capital Constellations" 24-sheet posters in Milwaukee, Minneapolis and Norfolk, and has built a mock-up of Capital Connies' "Cloud Club" in New York Airlines Terminal Annex.

Some 66 Connie suppliers are promoting Capital's acquisitions in busi-



I'll Say WMC has **B.A.**
and **B.A.** means
"Bonus Audience!"

WMC offers a **B**onus **A**udience
of 60,149 available families

*Tabulation shows FM receivers in WMCF's Bonus Land... 31 counties beyond WMC's or any other Memphis stations' AM night-time coverage, based on the average percentages resulting from Dr. Carrothers' survey.

County	State	No. of Families	WMC Bonus
Clay	Arkansas	6,400	1,489
Greene	Arkansas	6,900	1,605
Lawrence	Arkansas	5,500	1,279
Craighead	Arkansas	12,700	2,954
Jackson	Arkansas	6,500	1,512
Poinsett	Arkansas	8,700	2,024
Woodruff	Arkansas	5,400	1,256
Monroe	Arkansas	5,500	1,279
Phillips	Arkansas	13,900	3,233
Mississippi	Arkansas	22,100	5,140
Coahoma	Mississippi	15,600	3,629
Tallahatchie	Mississippi	8,700	2,024
Yalobusha	Mississippi	4,500	1,047
Lafayette	Mississippi	4,800	1,116
Pontotoc	Mississippi	4,600	1,070
Union	Mississippi	5,000	1,163
Benton	Mississippi	2,000	465
Tippah	Mississippi	4,200	977
Alcorn	Mississippi	6,400	1,489
Fayette	Tennessee	7,100	1,651
Hardeman	Tennessee	5,900	1,372
McNairy	Tennessee	4,300	1,000
Haywood	Tennessee	6,900	1,605
Madison	Tennessee	17,000	3,954
Crockett	Tennessee	4,600	1,070
Gibson	Tennessee	13,200	3,070
Dyer	Tennessee	10,100	2,349
Lauderdale	Tennessee	6,900	1,605
Obion	Tennessee	8,400	1,954
Dunklin	Missouri	11,700	2,721
Pemiscott	Missouri	13,100	3,047
Total Number			
WMCF Bonus		60,149	
Families			

... no other Memphis radio station can deliver this "PLUS" audience!

Here's actual proof that WMC, with its super-power FM station, WMCF, covers a plus area containing a bonus night-time available audience of 60,149 families.

According to a factual and impartial survey conducted by the Department of Business and Economics of Arkansas State College, 23.26%* of families in 31 counties in Arkansas, Kentucky, Mississippi, Tennessee and Missouri own FM receivers.

This is a significant fact.

ONLY WMCF CAN DELIVER A CONSISTENT STATIC-FREE NIGHT-TIME SIGNAL INTO THESE MORE THAN 60,000 HOMES IN THE MEMPHIS AREA.

This is plus coverage for you... a bonus audience that makes your advertising dollar much more valuable when it's placed on WMC, simultaneously duplicating its AM schedule on WMCF. In addition to WMC's vast AM night-time audience, YOU GET THE OPPORTUNITY TO REACH WMCF'S 60,000 PLUS AVAILABLE FM AUDIENCE AT THE SAME TIME. A PLUS THAT NO OTHER MEMPHIS RADIO STATION CAN DELIVER, AT NO EXTRA COST!

WANT THE DETAILS? The basis of estimate on computing WMCF's FM set ownership in the Mid-South area was directed by Dr. Chester C. Carrothers, Head of the Department of Business and Economics of Arkansas State College. Full details of this survey and supplementary information will be gladly furnished upon request.



WMCF 260 KW Simultaneously Duplicating WMC's Schedule
WMCT

First TV Station in Memphis and the Mid-South

National Representatives, The Branham Company—Owned and Operated by The Commercial Appeal

**ST. PETERSBURG'S
CLIMATE
IS THE FINEST
IN THE WORLD**



**THE SUNSHINE
NEWSPAPER**

Gives away its Home Edition absolutely free to everybody every day the sun does not shine on St. Petersburg. The record is 181 issues in 39 1/4 years, averaging 4 1/2 papers a year. The last free edition was March 22, 1950.

**We Gave Away 181 Home Editions
in 40 Years to Prove Our Point**

The "Sunshine Offer" was forty years old on September 1st. During this time it has proved to the world that this city deserves its nickname, "The Sunshine City." This is one of the reasons why the Evening Independent is the favorite newspaper in so many homes.

The Evening Independent

ST. PETERSBURG'S FAMILY NEWSPAPER

Represented Nationally by

DeLISSER, INC.

New York

Chicago

Philadelphia

Atlanta

**DON'T
LOOK
NOW..**



BUT . . . the present war—and defense production—notwithstanding, constructive business is being built **today**.

- BY the well-equipped salesman who is always kept alert and on the lookout for business and ideas to secure business.
- BY the far-sighted sales executive who **today** equips his sales force with workable, profitable ideas.

50,000 U.S. and Canadian salesmen **today** use our sales stimulating ideas. **Your inquiry is invited.**

ROBERT PALMER CORPORATION
SALES COUNSELORS

521 Fifth Avenue
New York, N. Y.

El Presidio
Santa Barbara, California

20 E. Jackson Blvd.
Chicago, Illinois

ness paper and other campaigns. Girard Perregaux Watch Co., "official watch of Capital Airlines," brings the new planes into several media.

The new flights have been named the "President," "Constitution," "Diplomat" and "Executive." The planes themselves bear such names as the "United States" (Margaret Truman christened it.) and the "Legionnaire."

Capital describes the "Cloud Club" as a separate up-front room for eight, where amid "colorful flowers and decorations, luxurious lounge chairs, divans, tables," one may rest, play cards or tune in the radio.

The Connies caused Capital to redesign all advertising and promotion material, from baggage stickers to 47-inch Neon point-of-purchase signs to a 60x14-foot painted bulletin in Cleveland's Municipal Stadium.

Magazine Debut

Capital's first magazine venture, pared down from an intended \$250,000, will cost \$85,000. Direct mail gets \$30,000, outdoor \$20,000, radio spot announcements now only \$12,000. Capital also schedules about 100 college newspapers for football and other group travel; aviation and travel agents' business papers and, for cargo, sales and retailing papers.

The cargo campaign features endorsements of leading shippers, and emphasizes such features as dependability, economy and speed for products ranging from shoes and garments, radios and boats to mushrooms. . . . Capital also promotes in newspaper ads its partnership with travel agents. . . . In the first half of 1950 it sent 16 tailor-made, whimsical mailing pieces to 30,000 convention prospects—including antiquarians, barristers, bakery engineers, and sales executives. . . . And on the ground in Latin America a card says:

*"Sus Precios Reducidos Causan
Sensacion en Los Estados Unidos...
vuelen en los famosos 'Aircoach' de
Capital Airlines."* . . .

One observer remarked: "That man Austin will get up at 3 A.M. to sell one air ticket."

And whether selling himself, or helping his gang to sell, Jim Austin describes his as a 24-hour-a-day job.

It's a far-flung job. *SM* caught him between trips to Burbank, Calif., and London, Eng.

As a reserve officer, he may find himself, one of these days, back in India or China again.

Meanwhile, he has subordinated everything else, including golf, to the job of making Capital "the best airline in the country."

And, many think, the best sold.

Capital Goods on the Cuff: Industry's Instalment Pay Plan

Freight cars . . . x-ray machines . . . wire strippers . . . are some of the industrial products which can be bought with a little cash down and the balance on terms. It smooths the way for industry to place orders for needed equipment.

One way to lick the high-cost-of-doing-business is through renting capital goods equipment. It's being done in a number of industries, affecting such products as freight cars, locomotives, airplanes, buses, power tools and machinery, and industrial x-ray equipment.

The most obvious beneficiaries are the firms which acquire needed equipment without tying up much of their capital. But others also benefit: the producers of the equipment, who are enabled to make more sales; the users of the end-product; and, in some cases, the intermediary, who thus finds profitable use for funds at his disposal.

Urgent Need

The development is attracting wide attention today in the railroad world, where it fills an urgent need. Even before the start of trouble in Korea, there was a shortage of freight cars in this country. Even though the railroads were adding new cars, they were forced to discard old ones at a greater rate. (More than half the box cars now in operation are over 21 years old.) In 1947, the U.S. had 100,000 fewer cars than were needed. By March 31 of this year, instead of making up the loss, the supply had dwindled by an additional 14,600. A "vicious-cycle" situation has arisen. Railroads—largely dependent upon freight cars for their earnings—have been unable to operate efficiently with their outmoded and insufficient stocks of cars; and, lacking profits, have found it difficult to finance the purchase of new freight cars.

This is the gloomy side of the picture. But there is some comfort to be had from the knowledge that the railroads have spent seven billion dollars on capital improvements in the past decade, and that Diesel engines and new-type box cars (permitting far more efficient transportation of

freight) have been added by several railroads, with more on order. There is even more comfort to be derived from the knowledge that two large insurance companies, The Prudential Insurance Company of America, and The Equitable Life Assurance Society of the United States, are underwriting large investments in railroad cars.

Each of the insurance company plans differ. Prudential, for example, lends money (through equipment trust certificates) to a company called General American Evans Co., Detroit. This concern is jointly owned by General American Transportation Corp., Chicago, a freight car builder, and Evans Products Co., Detroit, which developed certain patents.

GAEX-DF cars actually are built by General American Transportation Corp., using, among other devices, a new shock-resisting truck developed by the Chrysler Corp. and manufactured by Symington-Gould Corp. These cars are turned over to the jointly-owned concern, General American Evans Co. which in turn leases them to the railroads.

Ready Market

There is a ready market for these leased freight cars. They are known as "Damage-Free" cars because of their special design which holds the freight tightly in place preventing the kind of enroute damage that has plagued railroads and shippers. It's estimated that damages in 1948 cost the railroads some \$130 million, not to mention losses suffered by shippers because of delays in receiving salable merchandise.

Prudential Insurance evidently anticipates a large outlet in this field for its capital. President Carroll Shanks stated recently in Washington: ". . . Like most insurance companies, Prudential owns many railroad securities . . . the value of the

securities we hold would obviously be enhanced if, in some way, we could help the railroads increase their profit . . . it seems reasonable that we can contribute best to the improvement of the railroad situation at this critical time by making available to the General American Evans Co. . . . funds necessary to supply railroads with these cars required by private shippers or the Government. . . . Since there is sufficient traffic to keep 100,000 cars in profitable operation and it will cost about \$10,000 to build and put each car in service, it may fairly be assumed that investment required by all parties involved . . . may approach one billion dollars."

Basis of System

Equitable's system, announced last Spring, is based on two documents: a purchase agreement between Equitable and the car makers (which include Pullman Standard, Bethlehem Steel, Pressed Steel, American Car & Foundry, and General American); and a lease of the cars between Equitable and the railroads. Equitable makes a down payment for the cars and agrees to pay the balance in equal installments over a five-year period, so long as rentals are received from the railroad. Interest is also paid on the unpaid balance owed to the car manufacturer. The lease period is 15 years, the railroad having the option of returning the cars to Equitable at the end of such term or of continuing to lease any or all of them for an additional term of up to 10 years at 20c a day.

The lease program of the Equitable Life is in high gear. Equitable, in the first six months of its plan's operation, has contracted for railroad equipment costing in excess of \$132 million. Sales to date include 19,150 freight cars costing over \$102 million, and 207 Diesel locomotives costing \$30 million.

Equitable Life announced last May a purchase-lease plan for Diesel locomotives, under which the organization would buy from the manufacturer (90% down, the balance in equal installments over a five-year period) and lease to the carrier for an initial term of 15 years. At the end of that period, the railroad has the option of returning the locomotives to Equitable or of continuing to

lease for another period up to 10 years. Diesel rentals are to be paid quarterly, not daily, as with the freight cars. Baltimore & Ohio has completed arrangements for leasing 38 locomotives under the plan, all to be built by Baldwin Locomotive Works. Some of these have already been delivered, and others are to be delivered in November.

Higher Return

The plans developed by the two insurance companies will work to the betterment of the railroads, but they are also good investments for the funds of policyholders. Since insurance companies hold railroad securities, whatever benefits the railroads benefits the insurance companies and those whose interests are allied with them. Thomas I. Parkinson, Equitable's president, sums it up in this way:

"For the first time in American railroad history, the railroads are able to modernize their equipment over a long-term basis without making the rehabilitation plans subject to the 'hills and valleys' of year-to-year earnings. It also will eliminate the 'pauper' years from which both car and locomotive manufacturing companies have suffered so disastrously in the past. Finally, the life insurance policyholder, especially a long-term investor, has a sound investment yielding a minimum return of 3%."

In the aviation field, there is precedent for the leasing of planes, though no well-ordered plan has thus far been put into effect in the industry. The Government regularly leases planes to the airlines. In July, *Aviation Week* reported that the U. S. Forces had on lease about one hundred C-46s, to regular airlines, irregulars, and scheduled all-cargo carriers. At this writing, the Glenn L. Martin Co. is leasing 12 planes to airlines, as an interim measure before delivery of a new model can be made. The non-scheduled lines lease from various sources, including one another.

Last February, Consolidated Vultee Aircraft Corp. transferred to Airfleets, Inc., its wholly-owned subsidiary, a number of its assets and announced that it was the intention of the Airfleets to provide the means by which the financing of airline equipment could be accomplished.

"One such plan embraces the lease of such aircraft to airlines," Vultee stockholders were told, "under terms which are at the same time advantageous to the airline and yet provide a proper return for capital invested by Airfleets. . . . Airfleets, in order

to broaden its base of operations, should be free to finance aircraft of other manufacturers and, by such action, extend its ability to offer economic terms to airline operators." So far as is known, Airfleets has not as yet acted as intermediary in any purchase-lease activities. Nevertheless, the setting up of such an organization with such an objective as one of its avowed aims has considerable economic significance.

In the field of bus transportation, also, leasing is being tried out. ACF-Brill Motors Co., Philadelphia, last spring reported having negotiated leases for 17 buses to traction firms, with other such arrangements under

ment ranging in price from about \$3,000 up to \$11,000; and for x-ray diffraction equipment, rentals from \$200 to \$500 a month for equipment worth up to \$15,000.

Through industrial applications of x-rays have risen sharply in recent years, GE X-Ray Corp. anticipates a widening of its market under the new plan. The potential is indicated by the fact that only 150 of an estimated 1,500 foundry users are on the company's books today. Food processors, manufacturers of sundry assemblies and metal fabricators are also potential users. X-ray diffraction is being used by research and process control laboratories for qualitative and quantitative analysis of chemical compounds and metallurgical processes, to develop new products and control quality. Now that companies are enabled to pay for such equipment on a monthly basis, as they do for their telephones, its use should be extended. GE X-Ray has 56 sales and service branches in the U. S. and Canada, with a force of about 700 field people ready to put the Maxi-service plan into operation.

Another example of leasing in the industrial world is the system of the Rush Wire Stripper Division of The Eraser Co., Inc., Syracuse, which offers its strippers for outright purchase or on a rental-test basis. Ten dollars of the \$11-a-month rental is applicable toward the purchase price, which ranges from \$150 to \$225 for the machines without attachments and stripping wheels.

The company makes a point of the advantage of this offer in its advertising literature, stating, "If you keep a Stripper long enough on a rental basis, you will own it." It also claims that of the hundreds of strippers now owned by electrical products manufacturers, over 95% took advantage of the rental-test plan before purchasing.

Yankee Ingenuity Comes to Fore

High taxes and other expenses which impose a burden upon manufacturers can be discouraging in their cumulative effect. But Yankee ingenuity is in some cases, such as those described above, solving the problem of high equipment costs in a way which, surprisingly, spreads its benefits among a large group of beneficiaries. To cite one instance, it is claimed that the new General American-Evans freight car, with its stronger construction, its wider doors for quicker loading, and the fact that it can travel at passenger-train speed, will produce at least \$2,000 more annual profit per car than standard box cars.

HOW DO NATIONAL ADVERTISERS EVALUATE LOCAL MARKETS?

*Here are four basic tools that
keep them abreast of the trends*

When you're spending a million dollars selling your product to markets throughout the nation, a constant flow of accurate, up-to-date facts about the sales potential of these markets is a basic necessity.

For just this reason, national advertisers and their agencies turn to SALES MANAGEMENT magazine as the source of the authoritative market data provided by the following features:

"SURVEY OF BUYING POWER"

Published May 10th each year, this 600-page issue is the accepted source of new and exclusive figures on population, retail sales and buying income of cities, counties and metropolitan county areas throughout the nation, and it includes the latest data on industrial markets.

"HIGH SPOT CITIES"

In every first-of-the-month issue of SM, this exclusive feature provides an advance forecast of retail sales in dollars for the month ahead, covering each of over 200 leading U. S. cities. Indices show the change in retail volume from the preceding year, the change from 1939, and how the annual local change compares to the national.

NOVEMBER 10TH MARKET ISSUE

This issue provides special market data each year for use in Fall sales planning, tailored to fit the current needs of SM subscribers. The 1950 number includes one section on "Metropolitan County Markets—1939-1949," and another on "Experts Pick the Best Test Markets."

"FUTURE SALES RATINGS"

A quarterly feature giving the consensus of opinion of 100 experts on the sales outlook for 106 industries, covering the quarter ahead and the entire year. Each industry is rated according to the expected per cent of change in sales volume from the same periods of the previous year. In SM on the 1st of Jan., April, July and Oct.

Sales Management
THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y. • Chicago • Santa Barbara

Advertising

MEDIA . . . AGENCIES . . . SERVICES

Harper's Unfurls Banner Issue For Second Century

"There has never been a better time in the history of the Republic for people—willingly—to be jostled by an idea." So David Frederick, general manager of *Harper's Magazine*, capsules the historic publication's optimism at the beginning of its second century.

The magazine, which was started by the four Harper brothers in 1850 as "a vehicle for literature and the arts, a magazine of original thinking, news and discussion—for the 'intelligent multitude'" — is basically the same today. In a nation of 150,000,000, though, it now aims to serve the leaders of the "multitude."

The first really general magazine in the country, *Harper's* became an American institution long before the turn of the century. In the 90's mass magazines came along to feed a new kind of reading to a growing audience. There was also a growing audience of educated people, people of a mind for subsurface probing of ideas, for greater depth of information, for literate writing. *Harper's* began editing more and more for this audience.

Having started with informed articles on important issues of the day,

the magazine has become a penetrating and authoritative forum of discussion in a world of violent opinion. *Harper's* prints violent opinions, too. It deals with controversial issues, believing that free and open discussion brings illumination.

The publishers have graced the magazine's 100th anniversary with a 300-page centennial issue (October). It contains 108 pages and seven lines of advertising as against the average issue's 20 to 25 pages. Its circulation will be 265,000—75,000 more than usual. Publicity for the issue has been exploited to the hilt, with much emphasis on radio and television. Some 800 libraries across the country have set up special exhibits—many of them extremely elaborate.

Growing with America

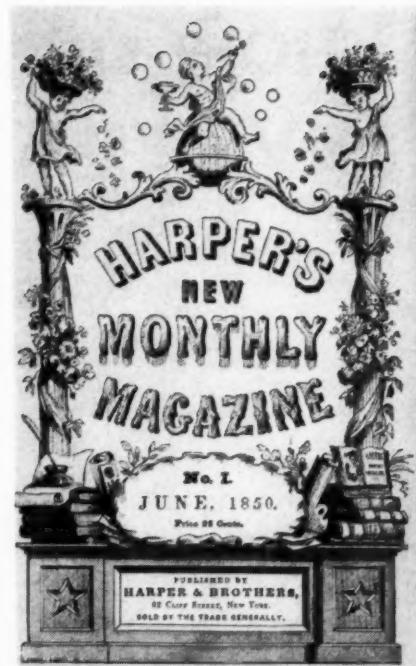
The October *Harper's* includes a history of the magazine by editor-in-chief, Frederick Lewis Allen; a survey of the century in this country by Bernard DeVoto; "America on the Move," by John A. Kouwenhoven—a 48-page picture section with illustrations from *Harper's* between 1850 and 1920 and a running comment with excerpts from the original text.

In another article, "The Big Change," Mr. Allen discusses what industrialism has done to the American standard of living. What narrowed the gap between rich and poor since 1900 has been an odd combination of forces—legislation (especially the graduated income tax), government services, union action, more enlightened business management, and, above all, what he calls "the democratic logic of mass production"—which makes it more remunerative to make, say, nylon stockings of high quality for rich and poor alike.

Among other writers for the special issue are Rebecca West, Eleanor Roosevelt, Elmer Davis, Thomas



VERNON H. VAN DIVER, SR., specialist in industrial marketing and advertising, joins The Schuyler Hopper Co. He continues to serve various accounts of Van Diver & Crowe, Inc. now being dissolved.



CENTURY NOTE . . . First cover of *Harper's* whose current (October) issue is celebrating its centennial.

Mann, W. H. Auden, Peter Viereck, and William Faulkner. Forward looking, the issue yet manages to recall some of its more luminous star contributors in the past: Dickens, Thackeray, Trollope, Melville, Henry James, and even Horatio Alger.

The advertisers, getting into the spirit of a centennial, have blended old ads with new, have shown what they could—and could not—do before the days of copy testing, and have generally crossed nostalgia and chuckles with sell: "Centenary . . . schmentenary! Take it from Gimbel's . . ."—The Santa Fe Railway System's 1876 time table "See Kansas by Daylight"—The Travelers Insurance Company's take-off, "The Uneasy Chair"—New York Life Insurance Company's ad for "Pike's Peak Gold Regions"—Remington Rand's facsimile of Mark Twain's first letter on a "Remington Model 1 Typewriter." These are only a few of the advertisers celebrating their own products and progress along with *Harper's*.

Harper's feels that it is needed as much today as it was in 1850, "to single out the thinking man . . . to find and influence the leaders of our time . . . to offer an impartial, outspoken, literate press, for grown-up minds." It is being published to provide "not only a market for quality products, but a vehicle for honest and important ideas."

Mr. Frederick has described it as "an ignition system for people who command publics of their own."

C. E. Hooper, Inc., Starts New Program Popularity TV Rating Service

A new "program popularity TV rating service" is now being operated by C. E. Hooper, Inc. The firm, which terminated its "national" rating services in February, 1950, has since been concentrating on "local," city-by-city radio and television audience measurements in the 100 largest cities in the United States. This new service is described as an off-shoot from its expanding "local" operations.

The new measurement is "not designed to substitute for national projectable ratings, but rather operates in a selected list of cities functioning as a talent-testing area served by interconnected TV stations." The service is described by C. E. Hooper, president of the firm, as furnishing to the advertiser fast, sensitive popularity rating on his program, delivered typically on the fourth day after his broadcast, and reflecting the effect of guests, choice of play, choice of cast, competitive TV programs, special events, (also by days, weeks, months, seasons) on the audience pull of his program."

Another feature of the service is the availability of fast Hooperatings on each and every broadcast of a TV program; other services, including Hooper's, have been limited to ratings only on those programs broadcast during selected weeks of each month.

This new Hooperating in the form of an all-program-rating service is being offered to advertisers, agencies, stations, networks and talent and is described by Mr. Hooper as "so priced that each can afford a rating every week."

Mr. Hooper states that the less rapid "local" Radio Hooperatings and TV Hooperatings (Expanded Hooperatings Service) develop every-



FRANK L. MCKIBBIN to Los Angeles office, McCann-Erickson, Inc., for packaged goods accounts.

OCTOBER 1, 1950

ENTRY by Tootal Broadhurst Lee Co., Ltd., Montreal, Canada, in Blue Book of Newspaper Advertising. During campaign, sales rose 157% above same period, 1948. Walsh Advertising Co., Ltd.

thing needed on the media, city-by-city. The combination of these program and media reports comprehends complete needs for program and media diagnostic material. The new plan, he continues, is in no way competitive with any other measurement now being offered.

The new popularity ratings are based on interviewing in 12 cities served by interconnected TV stations. The cities being thus surveyed are: New York City, Albany, Schenectady, Syracuse, Rochester, and Buffalo in New York, and Cleveland, Akron, Cincinnati, Columbus, Dayton and Toledo in Ohio.

N. Y. Industrial Market Revealed by Times' Survey

New York is "bigger than you think" as a market for industrial supplies and products. This conclusion is based on a survey just completed by the Business News Department of *The New York Times* in cooperation with the Purchasing Agents Association of New York.

This survey discloses that 83% of the company purchasing is done in this area, while only 69% of the production or services is carried out here. The area covered is commonly known as the New York Metropolitan Area

and includes northeast New Jersey.

The poll of the Purchasing Agents Association drew response from 185 executives, representing some of the largest concerns in the area. Questionnaires were addressed to 649, so that the return was 28.5%. Four questions were asked requesting the percentage of production in this area, the percentage of purchasing done here, whether a census return were filed and the percentage of sales made in this territory.

The survey's purpose is to throw light on the importance of the New York area as a purchasing center. The Census of Manufactures provides production data which are often used as an index of purchasing power. However, as this survey reveals, it is not a reliable index. Other marketing and research studies have also erred and on the downside for New York.

C. F. Hughes, business news editor of *The New York Times*, commenting on the survey, says:

"We have long suspected that New York was getting the short end of the stick in the estimates of the amount of industrial purchasing done here. The Census lists only manufacturers and there are big communications, mining and service, corporations giving the final okay on tremendous orders from their headquarters in the city."

"The plus factor is not only this important industrial buying, but also the buying done for many plants which are hundreds and possibly thousands of miles away."

Concluding, Mr. Hughes states: "We make no claim that this is by any means the last word in surveying the industrial purchasing power in the New York area. It is merely the first word, and suggests some further probing of the subject."

Of the 185 concerns responding to



CARL LEVIN, to establish a Washington, D. C., office for William H. Weintraub & Co., Inc.; will be in charge of the agency's public relations and information in the capitol.



JOHN B. GARFIELD, senior member, WGAR's sales staff, named sales manager of the Cleveland station.

the survey, 137 reported that 75% or more of their purchasing is done in the New York area. Only 110 reported that 75% or more of their production or services are done here.

Another yardstick to measure the size of the New York market was furnished in the replies to the question on sales. These revealed that 39% of total sales were made here.

Vision: News Magazine For Latin America

Plans have been completed for a new news magazine for Latin America. To be called *Vision*, it will be printed in Spanish and will appear in mid-November. A Portuguese edition is contemplated for later publication.

Said to be the first general magazine in the history of American publishing to be created especially for an audience outside the United States, *Vision* has been backed to the extent of \$750,000 by Latin American and United States publishing-business interests. Two years of research and planning precede its launching. The magazine combines North and South American publishing skills in a self-contained, private enterprise version of the Point Four Program, with editorial offices in New York City and printing locations in Texas and Chile. *Vision* will be distributed entirely by air. Headquarters are Vision, Inc., 231 East 51st Street, New York 22, N. Y.

Vision will appear initially every other week with a guaranteed circulation of 50,000 copies for the first six months. It will contain world news specifically selected and edited for readers in all Latin American countries.

William E. Barlow, president of Vision, Inc., is publisher of the magazine. J. Noel Macy, New York State publisher and former member of the board of the Audit Bureau of

Circulations, is chairman of the board of directors.

Alexander Nimick, former account executive at N. W. Ayer & Son, Inc., New York City, is advertising manager for *Vision*.

Editor of *Vision* is Edwin Stout, formerly with the Cowles Publications and, prior to that, Pan American editor of *Newsweek*. The magazine will have a roving correspondent-photographer in Latin America and correspondents in its principal cities as well as staff writers in Rome, Paris, Madrid and Washington.

Pre-publication charter advertising rates based on \$500 per black and white page are being offered with a 12-month protection against rate increases. Publication rates, effective November 1, will be slightly higher with a shorter protection period.

According to Mr. Nimick, "*Vision* will be the first native-language medium to blanket all of Latin America, offering the advertiser an audience of news magazine readers in each country."

"Plastics Merchandising"

Advertisers concerned with the sale of plastic products at retail now have a new sales tool. It's *Plastics Merchandising*, a monthly whose preview issue has just been turned out by the publishers of *Modern Plastics* and *Modern Packaging*.

"The purpose of *Plastics Merchandising*," states Charles A. Breskin, publisher, is to give retail buyers and merchandising executives a complete monthly picture of how plastics are being successfully merchandised, how their promotion at retail may be improved, and what new plastics



COVER for Latin American news magazine, *Vision*, published by Vision, Inc., N. Y. C.



IRVING L. GREENE, newly appointed general sales manager of the Gerlach-Barlow Co., 43-year-old advertising specialty company.

products are being offered by manufacturers."

Initial advertisers will include Dow Chemical Co. (raw materials), Clopay Corp. (converter fabrics), Nosco Plastics (toys), and United States Testing Company, Inc. (services).

NAMP Elects Officers At Record Meeting

At the annual meeting of the National Association of Magazine Publishers held at Spring Lake, N. Y., in September, the following officers were re-elected: chairman of the board, Walter D. Fuller, Curtis Publishing Co.; treasurer, Arthur S. Moore, Hearst Magazines, Inc.; secretary, Ford Stewart, *Christian Herald*.

Elected to the expanded policy committee were: Albert E. Winger, The Crowell-Collier Publishing Co.; William H. Eaton, The American Home Magazine Corp.; Gardner Cowles, Cowles Publications, Inc.; David Frederick, *Harper's Magazine*; Roy E. Larson, Time, Inc.

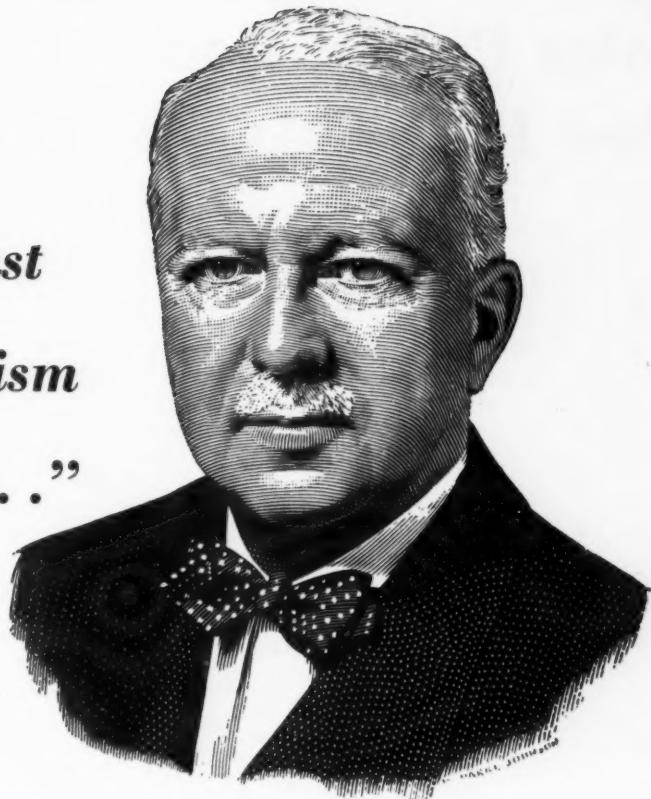
Albert L. Cole, *The Reader's Digest*, was elected chairman of the general operating committee and Marvin Pierce, McCall Corp., chairman of the nominating committee.

All of the above-named officers comprise the policy committee of NAMP.

Arch Crawford, president of the Association, reports that the Spring Lake meeting broke all previous attendance records with 250.

Godfrey Hammond, Popular Science Publishing Co., and chairman of the membership committee, has announced that NAMP's current membership, both as to member publishers and number of publications, is the highest in its history. The total circulation of member publications now exceeds 137,000,000 copies per issue.

**"The immunizer against
the disease of communism
is a certain feeling . . ."**



MR. WALTER S. GIFFORD

"It is the feeling of a man who owns a home, a bank account, an insurance policy. It is the feeling that an employee on the Payroll Savings Plan has when he gazes at his accumulation of Savings Bonds and realizes that here is palpable evidence that he has made a profit on his job—that the profit system works for him as well as for his employer."

Mr. Gifford has believed in—and worked for—payroll savings plans for thirty-seven years—since 1913, when, as Statistician of the A. T. & T., Mr. Gifford developed a payroll savings plan for the purchase of A. T. & T. stock.

In 1938, A. T. & T. employees were offered a Payroll Savings Plan for the purchase of U. S. Savings Bonds. To date, Bell System employees have invested **more than half a billion** dollars in savings bonds—with a maturity value in excess of \$675,000,000.

In upwards of 21,000 large companies, more than 8 million Americans are investing \$150,000,000 in U. S. Savings Bonds **every month**. To the systematic saving of these men and women—and the whole-hearted co-operation of executives like Mr. Gifford—is due in no small

measure the important feeling of ownership shared by the Americans who own 56 billion dollars in U. S. Savings Bonds (against 45 billions at the end of the war!).

Every Payroll Savings Plan is a reflection of the vision and enthusiasm of the top executive of the company. If he gets behind it, **personally**, employee participation is high—to the benefit of the country, the company and the employee. If the interest of the Big Boss is active—participation may very well exceed the 50% mark. The top man is the key man in a Payroll Savings Plan.

Get in touch with your State Director, Savings Bond Division, U. S. Treasury Department. He will help you put in a plan . . . or he will show you how to increase employee participation—without undue effort or high pressure tactics.

The U. S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the G. M. Basford Company and

SALES MANAGEMENT



Sales Rating Board Forecasts: New High Business Levels

Regardless of whether the months ahead represent a fractional war economy, an all-out war economy or simply a defense-armament economy, the Board of Judges of Future Sales Ratings anticipates a level of business in the fourth quarter of 1950 surpassing any quarter in the history of the country.

Consensus judgment of this 300-man board of authorities in Government and business is that the Federal Reserve Board index of industrial production will soar through the 207 level, compared with an index level of 173 in the fourth quarter of 1949.

Manufacturers' inventories are expected to surpass an all-time high of \$36,000,000,000 during the quarter, compared with \$30,899,000,000 in the fourth quarter of 1949, and manufacturers' sales are expected to approximate an all-time high of \$60,000,000,000, compared with \$50,975,000,000 in the fourth quarter of 1949.

Wholesalers' inventories are expected to exceed \$11,000,000,000, compared with \$9,031,000,000 in the fourth quarter of 1949, while wholesalers' sales may reach \$26,000,000,000 compared with \$21,964,000,000 in last year's final quarter.

Big Period for Retailers

Despite progress of the armament economy, retailers are expected to chalk up new business highs in the months ahead. In the fourth quarter they will have to move an inventory level of around \$15,000,000,000, compared with \$13,698,000,000 in the fourth quarter of 1949.

Although higher income taxes are scheduled for the fourth quarter of 1950, it is expected that disposable personal income of the public will rise in the armament stimulated economy to more than a \$200,000,000,000 annual rate, compared with a \$186,800,000,000 annual rate in the last quarter of 1949. Spending ability will be at the highest level in the history of the country; moreover, it is also anticipated that the public thirst for acquisition of goods will be maintained at a high rate in coming months, with less money going into savings.

Armament Encroachment Slow

Even before the Korean emergency, when production of civilian goods reached an all-time high, the United

States had a substantial armament program under way. Added strain of the expanded armament program on the production system of the country is not as great as some people believe.

The extensive current publicity on the armament program and attendant controls, in fact, has created an illusion of shortages of civilian goods. Black marketing soared and broad scare-buying prevailed, but the Government is now empowered, and will, make a crackdown on businessmen with inventories exceeding a reasonable working level.

Existing amounts of civilian goods to sell, are still close to an all-time peak. That is no illusion, and those goods will not move without heavy sales promotion. Most sales and advertising managers, however, appear to be alert to the necessity of continuing activity, even as armament production gradually cuts into the output of civilian products.

Present inflation worries are likely to lessen as emergency controls take hold and as it is realized that this country's production capacity is enormously larger than it was a decade ago. In the five years since World War II ended, expenditures for new plant and equipment have approximated \$83,000,000,000. This is more than national expenditures for this purpose in the entire fifteen preceding years! And, capacity is still rising fast.

For example, in steel, an essential war material, there is a 6,000,000-ton increase in annual capacity under way. By a coincidence, that is the approximate amount scheduled at present for armament purposes this fiscal year.

Guns and Butter

With all the hue and cry over steel shortages, the nation's steel producing capacity has been expanded beyond 100,000,000 tons annually, a jump of 18,000,000 tons since 1939. For an inkling as to what this means, 24 hours of full output of raw steel now would provide enough steel every day for an aircraft carrier, 500 airplanes, 1,000 anti-aircraft guns, 500 tanks, 500,000 three-inch shells, 1,000 howitzers, 2,000 aerial bombs, two heavy cruisers, 1,000 freight cars, 2,000 trucks, two cargo ships, two tankers, 12,000 automobile, 2,000 homes, 20,000 home refrigerators, and 20,000 stoves, and there would be 20,000

tons left over (*per day*) for other uses.

Moreover, partly reflecting labor shortages, durable goods manufacturers will free a considerable amount of raw materials in cutbacks from recent levels. These levels, however, were almost fantastically high in some instances, and even a sharp reduction from them still will leave a production rate above that of recent years.

Automobiles, at the recent tremendous *annual production rate* of over 7,000,000 cars, could decline to under 5,000,000 and still maintain a huge production rate by comparison with past years. Refrigerators could, and very likely will, recede from the recent huge *annual production rate* of 6,000,000 down to 4,000,000 units, washing machines from 5,000,000 to 3,000,000, vacuum cleaners from 3,500,000 to 2,300,000, and trucks from 1,500,000 to 1,000,000, to give a few examples of potential release of materials. All these rates of output, however, are relatively at prosperity levels.

In other words, there will be great amounts of civilian goods to sell. The nation, moreover, will be in a good position to buy them, with new high personal income ahead. Business, too, is in the best financial condition it has ever been. Net working capital of corporations now is at its all-time high around \$70,000,000,000, compared with \$51,600,000,000 at the end of 1945. With their enlarged capacities, and productivity rising, manufacturers are set to produce in record amounts; by the same token, favorable financial conditions should permit large marketing and advertising activity.

Sales Trends Indicated

The following table of industry sales outlooks reflects the current combined prophetic thinking of the Board of Judges of Future Sales Ratings. Analyzed and edited by this competent jury of more than 300 economists, editors, marketing and research men, under the direction of Peter B. B. Andrews, former Industrial Economic Adviser, War Production Board, Washington, D. C., the final results are copyrighted and published exclusively in *SALES MANAGEMENT* in the first-of-the-month issues of January, April, July, and October.

FUTURE SALES RATINGS

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately a 5% increase in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★★	Machine Tools	G	★★★★★	★★★★
Air Conditioning	F	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★	★★★★
Aircraft Sales	C	★★★★★	★★★★★	Materials Handling	A	★★★★★	★★★★
Auto Sales (New)	A	★★★★★	★	Meats	C	★★★★	★★★
Auto Sales (Used)	E	★★★	★★★	Medical Care	F	★★★	★
Auto Tires	E	★★★	★★★	Metal Containers	C	★★★★★	★★★
Baking	D	★★★	★★★	Metals (Non-Ferrous)	F	★★★	★
Banks (Revenue)	E	★★★	★★★	Motion Pictures	C	★★★	★
Beer	C	★★★★★	★★★	Musical Instruments	E	★★★★	★
Building (Heavy)	B	★★★★★	★★★	Office Equipment	F	★★★	★
Building (Residential)	C	★★★★★	★★★	Oil Burners	E	★★★★★	★★★★
Candy & Chewing Gum	E	★★★★★	★★★	Oil (Cooking)	G	★★★★	★★★
Canned Fruits & Veg.	E	★★★★★	★★★	Oil Equipment	D	★★★★★	★★★★
Cereals	G	★★★	★★★	Packaging & Containers	E	★★★★	★★★★
Chemicals	A	★★★★★	★★★★★	Paint	C	★★★★	★★★
Cigarettes	D	★★★	★★★	Paper & Products	D	★★★★	★★★
Cigars	G	★★★	★★★	Personal Care	C	★★★★	★★★
Clothing (Men's, Women's & Children's)	A	★★★	★★★	Photographic Supplies	G	★★★	★
Coal (Anthracite)	F	★★★	★★★	Physicians & Dentists	D	★★★	★★
Coal (Bituminous)	D	★★★★★	★★★★★	Plastics	F	★★★★	★★★★
Commercial Printing	E	★★★★★	★★★★★	Plumbing & Heating	F	★★★★★	★★★★
Cosmetics	F	★★★	★★★	Printing & Publishing Equip.	F	★★★★★	★★★★
Cotton Textiles	D	★★★★★	★★★★★	Radios	D	★★★★	★
Dairy Products	D	★★★	★★★	Railroad Equipment	B	★★★★	★★★★
Department Stores	A	★★★★★	★★★	Railroads	E	★★★★	★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	A	★★★★	★★★★
Dinnerware	E	★★★	★	Restaurants & Bars	D	★★★★	★★★★
Drugs & Medicines	E	★★★	★★★	Rubber Products	A	★★★★	★★★★
Dry Cleaning	E	★★★	★★★	Security Financing	F	★★★★	★★★★
Education	F	★	★	Shipbuilding	F	★★★★	★★★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Shoes	D	★★★	★
Electrical Equipment (Light)	G	★★★	★	Silk Textiles	G	★	★
Exports	A	★	★	Soap	F	★★★	★
Farming	A	★★	★★★	Soft Drinks	F	★★★	★
Flour	D	★★	★★	Sports & Sporting Goods	C	★★★★	★
Food Processing	A	★★★★★	★★★★★	Steel & Iron	E	★★★★	★★★★
Furs	G	★	★	Sugar	E	★★★★	★★★★
Gasoline & Oil	C	★★★★★	★★★★★	Surgical Equipment	A	★★★★	★★★★
Glass & Materials	E	★★★	★★	Synthetic Textiles (Rayon, Nylon, etc.)	G	★★	★
Groceries	A	★★★★★	★★★	Television	G	★★★★	★
Hardware	D	★★★★★	★★★	Toothpaste & Mouthwashes	G	★★★	★★
Hotels	D	★★★★★	★★★★★	Toys & Games	G	★★★★	★★★★
House Furnishings, (Floor Coverings, Furniture, etc.)	C	★★★★★	★★★	Trailers (Auto)	G	★★★	★
Household Products (Misc.)	C	★★★★★	★★★	Travel & Vacations	A	★★★	★
Imports	C	★★★★★	★★★★★	Travel (Sea)	E	★★★★	★
Instalment Financing	C	★	★	Trucks	D	★★★★	★
Insurance	C	★★★★★	★★	Utilities (Electric)	C	★★★★★	★★★★
Jewelry & Watches	E	★★★★★	★★★	Utilities (Gas)	E	★★★★★	★★★
Laundries	F	★★★★★	★★★★★	Utilities (Telegraph)	D	★★★★	★★★
Liquor (Alcoholic)	F	★★★★★	★★★	Utilities (Telephone)	D	★★★★	★★★
Luggage	G	★★★	★	Vacuum Cleaners	G	★★★★	★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

High Spot Cities

Retail Sales Forecast for October, 1950

The retail trade boom continues to register new heights, with the October volume expected to total \$11.9 billion, the best October performance ever recorded. The sale of consumer durable goods still seems to dominate the retailing picture, probably in anticipation of eventual hard goods shortages as remobilization cuts into stocks of steel and other critical materials. But mounting income payments have also set the stage for a snapback in soft goods, particularly in fall apparel lines.

The rather mild credit controls imposed by the Federal Reserve Board are not expected to affect current purchases of hard goods greatly. However, any relaxation of the remobilization program may remove some of the urgency in current consumer demand. Regionally, the trade boom appears to have spread to the point where there are very few areas indeed that are not reporting significant gains over last year. Note the resurgence of trade in the New England areas, including Massachusetts and Rhode Island. Last year these areas lagged far behind the nation, but are now rapidly closing the gap.

States recording better-than-average performance include Alabama, California, Colorado, Delaware, Florida, Massachusetts, Michigan, New Jersey, North Carolina, South Carolina, Tennessee, Texas, and Wyoming.

The leading cities, those with a city-national index well above average (for this October compared with October, 1949) are: Lubbock, Tex., 119.4; Fresno, Calif., 117.4; Hempstead Township, N. Y., 116.1; Corpus Christi, Tex., 115.7; Albuquerque, N. M., 115.0; Waco, Tex., 112.5; Charlotte, N. C., 112.0; St. Petersburg, Fla., 111.4; Flint, Mich., 110.9; Tampa, Fla., 110.4.

NOTE: This month we have added a Canadian section, in which we list the current High Spot ratings for 15

important Canadian markets. Attention of readers should also be called to the fact that the 1950 dollar totals presented below for U. S. markets have been adjusted to conform to the results of the recently released Census of Retail Trade.

above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

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Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.



★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1949 which equals or exceeds the national change.

RETAIL SALES
(S.M. Forecast for October, 1950)

City	City			\$
	City	Index	Nat'l	
Index	1950	1950	1950	(Million)
vs.	vs.	vs.	vs.	October
1939	1949	1949	1950	1950

UNITED STATES

316.2 107.0 100.0 11904.00

Alabama

★ Birmingham	353.4	110.5	103.3	31.70
★ Gadsden	485.7	111.5	104.2	5.44
Mobile	354.0	96.5	90.2	9.77
★ Montgomery	330.0	108.8	101.7	9.14

Arizona

★ Phoenix	444.3	108.8	101.7	19.06
Tucson	393.8	100.6	94.0	8.31

Arkansas

Fort Smith	383.8	102.0	95.3	5.45
Little Rock	377.4	105.9	99.0	13.85

SALES MANAGEMENT

She's the biggest



*... and she's built in
LONG BEACH, CALIFORNIA*

The C-124 is the largest cargo plane in production and her home is the Long Beach Douglas Plant . . . a plant with a personnel of over 8,000 which is but a small percentage of the 96,000 people working in Long Beach. Here is a city which by itself employs only a few thousand less than the entire population of the state of Nevada.

Where employment is high, buying is high. Sales Management's estimate of retail sales for the first six months of 1950 hit the staggering total of \$210,000,000.

There is only one way to reach this ready-to-buy market . . . To Sell Long Beach, ad schedules must include the PRESS-TELEGRAM, delivered to over 2 out of 3 Long Beach homes.

Represented nationally
by
Cresmer & Woodward

LONG BEACH
Press-Telegram
LONG BEACH, CALIFORNIA

"The Paper the People . . . and Advertisers PREFER"

OCTOBER 1, 1950

139

ILLINOIS'
TOP
High Spot
City

for September
 was

CHAMPAIGN
-URBANA

ILLINOIS'
ONLY

consistent "Preferred-City-of-the-Month" . . . Over 65,000 C-Z!

The Most Complete Coverage is the

News-Gazette
 CHAMPAIGN-URBANA, ILL.

Representatives
 TEXAS DAILY PRESS LEAGUE

ONE OF NEW ENGLAND'S BEST
Quality Pays Off

Markets pay off in proportion to their quality . . .

Middletown ranks 63rd in size among all New England cities—48th in retail sales . . . 57th in food . . . 30th in gen. mdse. . . . 43rd in drugs . . . 39th in furniture-household-radio!

A city really has something when it jumps a couple of ranks—but 33 ranks in gen. mdse! . . . 24 in furniture-household-radio! . . . 20 in drugs! . . . 6 in food! . . .

Middletown . . . outpacing normal tempo by these big margins in every sales group . . . is a gilt-edge investment for sellers of both staples and big-ticket items. Covered thoroughly only by the Middletown Press.

You Always Get MORE in MIDDLETOWN

THE MIDDLETOWN PRESS


 • MIDDLETOWN, CONN.
 OUR NATIONAL REPRESENTATIVE
 The Julius Mathews Special Agency

**High
 Spot
 Cities**



CHECK!

The LYNN ITEM, Lynn's oldest newspaper with the largest circulation and greatest advertising volume, is never too busy to help you. Advertise in a wealthy market, through a cooperative medium! Get results—check results—with the LYNN ITEM!

**GET RESULTS
 in LYNN ITEM
 with the**

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
 CHICAGO • NEW YORK • BOSTON
 SAN FRANCISCO • LOS ANGELES

RETAIL SALES
 (S.M. Forecast for October, 1950)

City	City	City	Index	Index	Index	\$
1950	1950	1950	1939	1949	1949	(Million)
vs.	vs.	vs.				October

California

★ Bakersfield . . .	359.7	112.0	104.7	11.26
★ Berkeley . . .	270.0	107.4	100.4	8.29
★ Fresno . . .	404.2	125.6	117.4	19.32
★ Long Beach . . .	365.1	110.6	103.4	28.08
Los Angeles . . .	290.3	106.6	99.6	203.61
Oakland . . .	276.1	101.1	94.5	44.75
★ Pasadena . . .	354.7	112.9	105.5	17.56
★ Riverside . . .	393.6	107.9	100.8	6.14
★ Sacramento . . .	304.8	111.4	104.1	21.61
★ San Bernardino . . .	379.3	112.1	104.8	9.18
★ San Diego . . .	374.1	109.2	102.1	32.02
San Francisco . . .	254.0	103.6	96.8	87.02
★ San Jose . . .	318.6	110.4	103.2	13.19
★ Santa Barbara . . .	313.4	107.9	100.8	6.55
Stockton . . .	329.2	106.5	99.5	10.93

Colorado

★ Colorado Springs . . .	311.7	108.9	101.8	5.86
★ Denver . . .	289.0	109.2	102.1	46.10
★ Pueblo . . .	293.1	110.6	103.4	5.98

Connecticut

Bridgeport . . .	263.9	101.7	95.0	17.39
★ Hartford . . .	256.0	114.6	109.1	24.91
Middletown . . .	270.1	101.8	95.1	2.89
★ New Haven . . .	236.6	110.0	102.8	18.50
Stamford . . .	309.8	105.4	98.5	7.56
Waterbury . . .	248.8	104.9	98.0	9.73

Delaware

★ Wilmington . . .	317.5	113.0	105.6	18.48
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District of Columbia

★ Washington . . .	297.9	110.7	103.5	107.49
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Florida

★ Jacksonville . . .	349.0	113.2	105.8	23.14
★ Miami . . .	396.8	112.0	104.7	36.66
★ Orlando . . .	333.9	118.3	110.6	7.88
★ Pensacola . . .	337.7	108.7	101.6	5.10
★ St. Petersburg . . .	343.8	119.2	111.4	10.04
★ Tampa . . .	367.1	118.1	110.4	15.16

ACTIVITIES RING

THE CASH REGISTER

General merchandise sales . . . are one of the best indices to judge the ability of a market to buy other products besides food, drugs, clothing.

Salem's general merchandise sales average \$487 per family . . . \$107 above the U. S. average . . . fifth highest of the 61 Massachusetts cities listed in the Survey of Buying Power.

Sell Salem through the Evening News—only newspaper thoroughly covering the entire city zone market of 164,000 people.

**THE SALEM
 EVENING NEWS**

SALEM, MASS.

Represented by
 The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for October, 1950)

	City	City	City	
	Index	Index	Nat'l	\$
	1950	1950	1950	(Million)
vs.	vs.	vs.	October	
1939	1949	1949	1950	

RETAIL SALES
(S.M. Forecast for October, 1950)

	City	City	City	
	Index	Index	Nat'l	\$
	1950	1950	1950	(Million)
vs.	vs.	vs.	October	
1939	1949	1949	1950	

Georgia

★ Atlanta	302.7	109.5	102.3	46.71
Augusta	332.9	106.9	99.9	7.49
★ Columbus	417.9	121.0	113.1	8.86
★ Macon	315.9	111.2	103.9	7.14
Savannah	288.7	105.6	98.7	8.92

Louisiana

Baton Rouge	451.0	97.8	91.4	11.23
★ New Orleans	356.4	107.5	100.5	50.15
Shreveport	350.6	105.5	98.6	14.76

Hawaii

★ Honolulu	325.0	116.1	108.5	23.30
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Idaho

★ Boise	332.3	110.7	103.5	6.58
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Illinois

Bloomington	266.7	104.1	97.3	4.72
★ Champaign-Urbana	337.7	110.5	103.3	7.53
Chicago	267.6	102.7	96.0	363.17
Danville	286.9	105.2	98.3	4.82
Decatur	272.6	105.2	98.3	7.85
East St. Louis	296.2	97.8	91.4	7.02
★ Moline-Rock Island-E. Moline	306.0	109.6	102.4	10.25
Peoria	253.8	105.3	98.4	13.87
★ Rockford	295.2	107.6	100.6	11.60
Springfield	288.3	104.0	97.2	10.58

Indiana

★ Evansville	316.8	109.4	102.2	12.83
★ Fort Wayne	289.3	108.6	101.5	14.55
Gary	338.7	108.6	99.1	13.14
Indianapolis	315.7	108.9	97.4	53.32
Muncie	287.4	109.4	97.8	6.15
★ South Bend	374.9	115.5	103.3	16.12
Terre Haute	298.7	108.7	97.2	9.02

Iowa

★ Cedar Rapids	301.4	112.5	100.6	8.92
Davenport	269.1	98.9	92.4	8.26
★ Des Moines	288.3	112.1	104.8	21.25
Sioux City	267.3	105.3	98.4	9.41
★ Waterloo	290.2	109.2	102.1	7.37

Kansas

Hutchinson	306.9	100.5	93.9	4.45
★ Kansas City	311.8	109.9	102.7	9.79
Topeka	296.5	104.9	98.0	8.39
★ Wichita	366.5	108.1	101.0	17.48

Kentucky

Lexington	281.4	95.8	89.5	8.33
★ Louisville	321.0	108.2	101.1	37.60

**MORE THAN
\$32 MILLION
for food alone**

Food sales in Pittsfield Metropolitan County area total \$32,689,000 . . . and average \$867 per family—a big \$162 above the U. S. average.

The big factor in this \$32,689,000 sale is the Berkshire Eagle—The Eagle, with 125% coverage of the city zone, 119% of the entire ABC market, is one of the best read newspapers anywhere. (See the Continuing Study.) That's why outside papers get nowhere in this market. Start getting your full share of these food sales by advertising in the Berkshire Eagle.

**THE BERKSHIRE
EAGLE**
Pittsfield, Mass.

The Julius Mathews Special Agency, Inc.

**OVER 200 INDUSTRIES
ARE CONTINUOUSLY HUMMING**

In Holyoke City Zone employing more than 30,000 wage-earners with steady employment.

It is easy to buy preferred (advertised) products for three healthy meals daily out of a \$6,000,000 monthly payroll.

Yearly food sales in Holyoke City Zone total **\$24,966,000**. more than 29% of total retail sales. Too huge a volume to miss. And you won't miss when you use the Transcript-Telegram, read in more than 80% of the city zone homes. Local retailers used more than 6,500,000 lines last year.

The Holyoke Transcript-Telegram

HOLYOKE, MASS.

Represented By
The Julius Mathews Special Agency, Inc.

**The POST
Maintains a
Cooperative
Service and
Merchandising
Department**

Each week The POST publishes a list of National Brand food store products to be advertised the current week. News stories are included, adding sparkle and drama.

Strikes merchants and consumers . . . adds impetus to advertised products. Point of sale material distributed. Special emphasis to tie-in ads.

Dealer cooperation excellent, which, added to dynamic consumer influence insures added results for POST advertisers.

And **NOTHING COUNTS BUT RESULTS.**

*Plus outstanding
merchandising support*

Write for BRAND PREFERENCE SURVEY



WARD-GRIFFITH COMPANY
Representatives



FIRST CHOICE

among "preferred" cities

Passaic-Clifton, a one-city market of 122,403*, is your best sales opportunity in New Jersey this month. Sales Management's forecasts of retail sales for October rank Passaic-Clifton first in the state in sales increase . . . 14.6% higher than October of last year.

With sales estimated at 7.1% above the national average increase . . . highest in the state . . . Passaic-Clifton is a "Preferred" High Spot city, as it has been for 14 out of the last 18 months. Since May, 1949, no other North Jersey city has been preferred more times.

There are two sound reasons for this consistently higher retail volume: Passaic-Clifton is a key shopping center in the heart of industrial North Jersey; Passaic-Clifton's average family income of \$5,845** is highest of all major North Jersey markets. One- and only one-newspaper offers adequate coverage of this select market. (*1950 Census **Sales Management)

51,880

abc—3/31/50

THE HERALD-NEWS

PASSAIC-CLIFTON, N. J.

The Julius Mathews Special Agency

High Spot Cities

RETAIL SALES

(S.M. Forecast for October, 1950)

City	City	Nat'l	\$
Index	Index	Index	(Million)
1950	1950	1950	October
vs.	vs.	vs.	1950
1939	1949	1949	1950

Michigan

★ Battle Creek ..	300.9	108.0	100.9	6.59
Bay City	344.3	105.1	98.2	6.68
★ Detroit	343.4	112.0	104.7	204.77
★ Flint	337.2	118.7	110.9	20.74
★ Grand Rapids ..	312.8	110.0	102.8	22.65
★ Jackson	289.2	108.5	101.4	7.25
★ Kalamazoo	294.4	111.0	103.7	9.51
★ Lansing	309.4	109.1	102.0	12.90
Muskegon	268.6	99.7	93.2	5.64
★ Pontiac	314.0	108.6	101.5	8.76
★ Royal Oak- Ferndale	431.1	117.2	109.5	8.32
★ Saginaw	314.6	110.1	102.9	10.13

Minnesota

Duluth	225.3	96.5	90.2	9.71
Minneapolis	259.7	102.7	96.0	62.66
St. Paul	230.6	102.3	95.6	34.63

Mississippi

★ Jackson	394.0	110.4	103.2	9.22
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Missouri

Kansas City	335.0	104.0	97.2	67.54
St. Joseph	260.8	104.8	97.9	6.78
St. Louis	271.1	105.9	99.0	85.93
★ Springfield	334.8	111.3	104.0	7.80

Montana

★ Billings	319.2	109.1	102.0	5.33
Butte	215.1	105.2	98.3	4.84
Great Falls	295.6	104.6	97.8	5.41

Nebraska

★ Lincoln	296.0	107.6	100.6	10.36
★ Omaha	297.0	108.2	101.1	28.07

Nevada

Reno	301.5	92.9	86.8	6.18
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New Hampshire

Manchester	255.3	106.9	99.9	7.71
Nashua	249.2	103.9	97.1	3.24

New Jersey

★ Atlantic City ..	265.8	108.1	101.0	10.59
★ Camden	288.9	113.7	106.3	12.77
Elizabeth	252.4	104.3	97.5	10.17
Jersey City	239.6	101.5	94.9	24.87
Hoboken	244.0	109.4	102.2	53.52
★ Newark	306.0	114.6	107.1	12.79
★ Paterson	265.8	112.4	105.0	16.40
★ Trenton	272.9	107.0	100.0	15.99

New Mexico

★ Albuquerque ..	634.0	123.1	115.0	13.25
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SALES MANAGEMENT

ALTOONA IS GROWING INDUSTRIALLY!

Another New Industry Locates
Plant in Busy Altoona, Pa.

National Radiator Company with plants in several Eastern cities is expanding. Their new \$1,000,000 plant at Altoona, Pennsylvania, will employ upwards of 300 men and will be located on a 15 acre tract of land.

This new industry will add greatly to Altoona's industrial payroll, which in the Altoona P.R.R. shops alone is averaging better than \$3,200,000 monthly.

You can reach this rich market most effectively through the Altoona Mirror. Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% in the Altoona (ABC) City Zone.

Altoona Mirror.

Altoona's Only Evening
Newspaper

Richard E. Beeler,
Advertising Mgr.

FOOD BILL \$1019.00

Here's an actual food bill . . . the average yearly expenditure by Bethlehem's families. And what an expenditure!

Compare: New York City's families average only \$829.00 yearly on food and Chicago's families average only \$698.00. Then make plans to show your food Product in The Bethlehem Globe-Times — the only newspaper that covers Bethlehem, Pa. — a city whose families enjoy the high average annual income of \$5869.00.

The BETHLEHEM GLOBE-TIMES

Roland L. Adams, President

Represented nationally by DeLisser, Inc.

RETAIL SALES (S.M. Forecast for October, 1950)					
City Index	City Index	Nat'l Index	City 1950 vs. 1939		
			1950 vs. 1949	1950 vs. 1949	\$ October 1950

New York

★ Albany	282.8	111.7	104.4	19.20
Binghamton	287.1	113.4	99.0	10.94
★ Buffalo	273.5	109.9	102.7	61.32
Elmira	262.7	104.5	97.7	6.33
★ Hempstead				
Township	488.5	121.2	116.1	51.78
Jamestown	261.2	105.3	98.4	4.91
New York	246.9	105.8	98.9	706.30
Niagara Falls	264.5	98.7	92.2	8.41
Rochester	227.2	102.7	96.0	34.61
Schenectady	281.0	100.6	94.0	11.27
★ Syracuse	241.2	108.6	101.5	22.91
Troy	287.9	103.3	96.5	8.81
★ Utica	265.1	107.9	100.8	10.76

North Carolina

★ Asheville	295.2	109.0	101.9	6.82
★ Charlotte	398.9	119.8	112.0	16.92
Durham	341.7	105.8	98.9	7.62
★ Greensboro	471.6	115.0	107.5	11.79
★ Raleigh	370.2	113.3	105.9	8.44
★ Salisbury	262.0	109.7	102.5	2.62
Wilmington	281.8	104.5	97.7	3.72
★ Winston-Salem	309.9	111.5	104.2	8.12

North Dakota

Fargo	303.8	100.3	93.7	5.56
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Ohio

Akron	297.0	105.6	98.7	28.87
Canton	261.6	101.1	94.5	12.27
★ Cincinnati	256.5	107.5	100.5	52.94
Cleveland	276.4	103.7	96.9	104.11
Columbus	289.7	105.1	98.2	41.31
Dayton	285.2	103.8	97.0	27.21
Mansfield	264.2	103.8	97.0	5.10
Springfield	281.1	103.7	96.9	7.73
Toledo	290.0	104.9	98.0	34.19
Warren	304.6	104.8	97.9	5.91
Youngstown	265.3	106.9	99.9	18.97

Oklahoma

Bartlesville	276.7	102.3	95.6	2.02
★ Muskogee	299.1	111.3	104.0	3.47
★ Oklahoma City	324.8	107.7	100.7	26.70
Tulsa	328.0	100.8	94.2	19.19

Oregon

★ Eugene	417.9	110.7	103.5	6.77
Portland	283.0	103.3	96.5	46.56
Salem	359.9	104.9	98.0	6.55

Pennsylvania

Allentown	272.0	104.6	97.8	11.83
Altoona	234.5	101.8	95.1	6.73
★ Bethlehem	307.7	110.5	103.3	5.97
Chester	305.5	102.3	95.6	7.21
Erie	323.8	105.6	98.7	14.02
Harrisburg	282.7	105.8	98.9	12.75
Johnstown	222.4	97.6	91.2	7.16
★ Lancaster	323.1	115.2	107.7	10.34
★ Norristown	282.8	110.6	103.4	4.30
Oil City	251.7	100.2	93.6	2.19
★ Philadelphia	281.4	115.1	107.6	193.21
Pittsburgh	273.1	106.7	97.0	82.52
★ Reading	267.4	111.3	104.0	13.13
★ Scranton	215.5	111.5	104.2	10.86
Wilkes-Barre	250.3	105.1	93.6	9.31
York	245.9	99.7	93.2	6.59

THERE'S CONCENTRATED

BUYING POWER IN WINSTON-SALEM

LOOK AT THE EVIDENCE

JUNE, 1950

BANK DEBITS

\$143,425,000

SINCE JUNE, 1949
AN INCREASE OF
11.4%

The JOURNAL & SENTINEL are
the only papers that cover this
South's No. 1 state.

The JOURNAL & SENTINEL are
the only papers south of Wash-
ington offering a Monthly Gro-
cery Inventory—an ideal test

The JOURNAL & SENTINEL are
the only papers that completely
blanket an important, 8-county
segment of North Carolina.
YOU CAN'T COVER NORTH
CAROLINA WITHOUT THE

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING

National Representative KELLY SMITH COMPANY

ADD THE
SALESMAN
TO YOUR
PAYROLL
WHO GETS
INTO 9 OUT
OF 10
NORRISTOWN
HOMES . . .

Because selling Norris-
town is an Inside Job,
and The Times Herald IS
on The Inside!

NORRISTOWN,
PENNA.
TIMES HERALD
NORRISTOWN, PENNA.

• Represented Nationally By The
Julius Mathews Special Agency

NEW BEDFORD

MASS.

Big
A *the*
MARKET
IN MASSACHUSETTS

A WHALE OF A MARKET!...

ONE-PAPER COVERAGE BY
The Standard Times
NEW BEDFORD, MASS.

"THE NATION'S BEST-READ NEWSPAPER"

Represented nationally by Gilman, Nicoll and Ruthman, New York, Boston, Chicago, Philadelphia, Los Angeles, San Francisco.

BLANKETY!

When you reach 99.7% of the people, that's blanket coverage . . . the consistent record of the Woonsocket Call. These prosperous people buy 16% more food and 24% more drugs than other R. I. families. You can tell and sell your story to all this rich market only with their one hometown paper, the

WOONSOCKET



Covering
Rhode
Island's
PLUS
Market

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

High Spot Cities

RETAIL SALES
(S.M. Forecast for October, 1950)

City	City	Nat'l	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	October
1939	1949	1949	1950

Rhode Island

★ Providence	250.4	113.8	106.4	29.57
★ Woonsocket	250.3	109.6	102.4	4.33

South Carolina

Charleston	313.0	105.5	98.6	8.17
★ Columbia	359.3	109.0	101.9	10.67
★ Greenville	360.7	114.2	106.7	8.44
★ Spartanburg	389.2	112.2	104.9	6.50

South Dakota

Aberdeen	416.5	103.1	96.4	3.54
Sioux Falls	300.5	101.5	94.9	6.28

Tennessee

★ Chattanooga	282.0	108.3	101.2	14.13
★ Knoxville	323.1	107.4	100.4	15.25
★ Memphis	330.6	111.8	104.5	41.13
★ Nashville	313.1	113.5	106.1	22.54

Texas

★ Amarillo	441.5	115.3	107.8	10.42
★ Austin	370.1	109.0	101.9	13.25
★ Beaumont	394.5	107.1	100.1	10.69
★ Corpus Christi	460.1	123.8	115.7	13.16
★ Dallas	388.2	112.6	105.2	60.13
★ El Paso	424.6	117.1	109.4	14.86
Fort Worth	433.0	113.3	105.9	36.07
Galveston	320.7	101.0	94.4	7.12
Houston	371.5	105.4	98.5	64.56
★ Lubbock	519.6	127.8	119.4	9.82
★ San Antonio	371.5	109.0	101.9	34.29
★ Waco	462.9	120.4	112.5	10.23
★ Wichita Falls	335.2	108.2	101.1	7.04

Utah

Ogden	317.7	103.9	97.1	5.56
Salt Lake City	286.3	103.6	96.8	19.44

Vermont

★ Burlington	266.9	107.3	100.3	4.03
Rutland	225.2	98.8	92.3	2.32

RETAIL SALES
(S.M. Forecast for October, 1950)

City	City	Nat'l	
Index	Index	Index	\$
1950	1950	1950	(Million)
vs.	vs.	vs.	October
1939	1949	1949	1950

Virginia

★ Lynchburg	270.2	111.6	104.3	5.16
Newport News	324.3	95.9	89.6	5.48
★ Norfolk	385.8	115.3	107.8	21.99
Portsmouth	402.2	105.8	98.9	5.95
Richmond	280.7	99.3	92.8	27.23
★ Roanoke	343.8	108.2	101.1	11.14

Washington

Seattle	282.2	105.0	98.1	52.71
Spokane	276.2	105.5	98.6	16.24
Tacoma	296.2	105.2	98.3	14.63
Yakima	309.3	96.3	90.0	6.31

West Virginia

Charleston	289.3	94.8	88.6	11.34
Huntington	292.5	101.8	95.1	8.19
Wheeling	261.5	104.9	98.0	7.48

Wisconsin

Appleton	302.8	105.6	98.7	4.33
Green Bay	267.1	103.9	97.1	6.33
Madison	304.3	105.3	98.4	12.08
Milwaukee	280.2	104.0	97.2	72.34
Racine	308.7	93.1	87.0	7.44
Sheboygan	270.6	104.3	97.5	4.41
Superior	237.1	105.2	98.3	3.13

Wyoming

★ Casper	368.3	108.8	101.7	3.83
Cheyenne	323.4	106.8	99.8	4.01

CANADA

245.5	106.0	100.0	739.14
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Alberta

★ Calgary	297.8	112.5	106.1	15.18
★ Edmonton	377.1	120.0	113.1	15.80

British Columbia

Vancouver	309.4	100.5	94.8	39.32
★ Victoria	302.2	109.9	103.7	9.73

Manitoba

Winnipeg	250.8	96.5	91.0	29.97
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New Brunswick

Saint John	190.3	91.1	85.9	4.11
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Nova Scotia

Halifax	232.4	99.5	93.9	10.41
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Ontario

Hamilton	225.0	101.4	95.7	17.12
★ London	240.0	111.3	105.0	8.40
Ottawa	204.2	100.1	94.4	14.56
★ Toronto	241.3	112.9	106.5	84.43
Windsor	217.0	101.8	96.0	10.20

Quebec

Montreal	246.7	104.8	98.9	85.12
Quebec	212.5	96.9	91.4	11.75

Saskatchewan

★ Regina	308.4	109.3	103.1	10.24
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Statement of Ownership

STATEMENT OF THE OWNERSHIP, MANAGEMENT, AND CIRCULATION, REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233)

Of SALES MANAGEMENT, INC., published semi-monthly on the 1st and 15th except in May and November when it is published on the 1st, 10th and 20th at East Stroudsburg, Pennsylvania for October 1, 1950.

1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, SALES MANAGEMENT, INC., 386 Fourth Avenue, New York 16, N. Y.; Editor, Philip Salisbury, 386 Fourth Avenue, New York 16, N. Y.; Managing editor, A. R. Hahn, 386 Fourth Avenue, New York 16, N. Y.; Business manager, Raymond Bill, 386 Fourth Avenue, New York 16, N. Y.

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual member, must be given.) SALES MANAGEMENT, INC., Raymond Bill, Ed-

ward Lyman Bill, Randolph Brown and Philip Salisbury, all at 386 Fourth Avenue, New York 16, N. Y.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

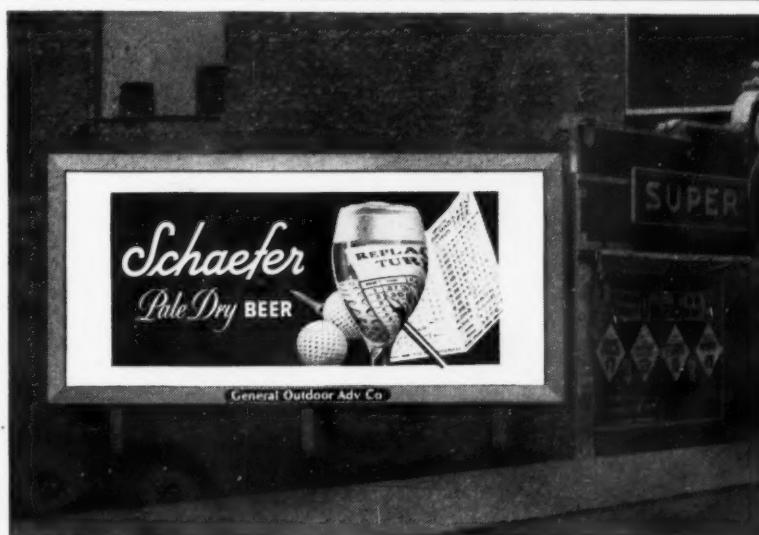
5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

PHILIP SALISBURY
Editor.

Sworn to and subscribed before me this 20th day of September, 1950.

[SEAL] Helen M. Verlin
(My commission expires March 30, 1952.)

Fits to a tee



Flexibility. Schaefer has no trouble gearing these hard-hitting panels to their distribution pattern. That's because Outdoor Advertising is adaptable to all types of marketing—local, regional or

national. Let GOA flexibility start working for you now! General Outdoor Advertising Co., 515 S. Loomis St., Chicago 7, Illinois.

★Covers 1400
leading cities
and towns



1925 Silver Anniversary Year 1950

OCTOBER 1, 1950

SALES MANAGER WANTED

Successful, young Southern California company, marketing nationally, requires sales manager with proved organizational ability. Man is probably now employed but wants chance to grow with congenial, aggressive company, good product. Must have well-rounded experience in merchandising and selling through distributors and dealers to consumer. Fundamental knowledge of lubrication desirable. Write to Mr. Green, Room 600, 6363 Wilshire Blvd., Los Angeles, giving full details of past experience, business and personal history.

LETTER WRITER WANTED

Hard Working Genius Type Preferred

If you are a copywriter who can carry a real load of direct mail letter promotion, there is a position for you in the circulation department of a leading periodical located in New York City. The job requires ability, versatility, judgment and a wealth of sound ideas so good experience in the letter writing end of direct mail is essential. Send a detailed resume of your qualifications and salary expected to Box 2739, Sales Management, 386 Fourth Ave., N. Y. C. It will be treated confidentially, of course.

AVAILABLE

Sales Executive or Divisional Manager
Experienced in general sales direction, territory analysis, selection, training, budgeting, compensation, sales records and office procedure, sales promotion and direction of advertising campaigns with agency.

Interested in position, location Southwestern or Western. 37 years old, 5 years with present company. Promoted 2 years ago to position of general manager, medium sized national manufacturer. Highest references available. Reasonable financial arrangement. Box 2741, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES PROMOTION AND TRAINING

Creative, competent young lady, available on full time basis, to train Chicago sales crews or promote your company's goods or services. Box 2740, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Outdoor Advertising

(Continued from page 66)

In Yonkers, N.Y., and Queens Borough, New York City, Daniel Starch & Staff found total average "effective" pedestrian and vehicular circulations (adults only) to be respectively 2,687 and 6,168 per panel per 12-hour day. Only "toward" traffic, within a 90-degree angle of visibility, was included. Average viewing distance is 40 feet.

Each location is tailor-made for the advertiser. Since the war, increased "pin-pointing" and flexibility of the operation, and mounting costs, have caused Criterion to raise the price per panel per month from \$3.60 to \$4.50 and, recently, to \$5.

Rate Adjustments

But the former three-year contract has been cut to one-year, with second-year renewal rate of \$4.50. And in 10 major markets a six-month contract has been introduced for \$6.50.

With the help of *SM's Survey of Buying Power*, says Edward B. Daniels, vice-president for sales, Criterion also has streamlined coverage, and limited it to markets of 2,500 or more population . . .

Meanwhile a slender, quiet former GOA salesman is busy brightening downtown White Ways. Douglas Leigh is no longer the youthful prodigy of outdoor advertising. But at 40 he is more than ever "king of spectaculars."

In addition to a score of them on Broadway, Douglas Leigh, Inc., has spread into other cities and other activities. The Camel smoker, for example, now blows rings into 18 Main Streets.

But Leigh also controls poster advertising on Railway Express trucks, and three-dimensional animated signs between the tracks in New York City subway stations. And for \$16,000 a month, on one of five Leigh blimps, your product's name, trade-mark and sales message (220x 50 feet) will be spread across the heavens for eight hours, day and night. Blimp customers have included Ford, Tydol and Mobilgas, Wonderbread and Cushman bakeries, Philco and Sylvania, Rancho soups and Fort Pitt beer . . . and Leigh's own new Flamingo frozen orange juice.

The sight of the flying, flapping Flamingo, bearing a 24-foot orange, has made many a New Yorker swear never to drink anything stronger.

Leigh's present Broadway spectac-

ulars include Bond Clothes (a block long), Camel, Canada Dry, two for Chevrolet, Coca-Cola, Eagle Clothes, Gillette, Gruen, Nescafe, Planters' Peanuts, Plymouth, Rem, and five for Flamingo.

His latest is a 150-foot tower topped by a star, on the new 25-story Mutual Life building. The star changes color with the weather forecast. At the tower's base, four "jump" clocks change every minute. From star to clock—running upward on rising temperature, downward on falling—60 illuminated bands count the seconds.

In the last decade Leigh's Broadway luminescence has more than doubled—to 750,000 bulbs and 230,000 feet of Neon tubing. But, as in other outdoor forms, spectaculars look costlier than they are. In all its parts, Douglas Leigh, Inc., grosses \$4 million . . .

A bigger dollar factor may be Minnesota Mining & Manufacturing Co., which does an estimated \$6 million in Scotchlite highway signs. It has just introduced sheeting, in six colors, which reflects headlights "up to 220 times brighter than white paint."

From different producers, the great outdoors is now being made dazzling by such materials as "day-glow," a daylight fluorescent ink for poster lettering, and "black light," developed from fluorescent and phosphorescent oil paint. Both are offered in several colors . . .

Thus outdoor advertising becomes an ever-more-fertile genie, creating new wonders of size and color, movement and light.

But would another "brownout" of another world war end it all?

The experiences of 1917 and 1941 prove that the outdoor industry can do big jobs in wartime.

Director of the industry's war activities in World War II, Kerwin Fulton showed *SM* a 52-page report, dated November 20, 1945, to President Truman.

In different years, up to 70% of all 24-sheet boards were used for war themes—under allocation, conversion of facilities, and sale of facilities for these themes by 25,000 local sponsors.

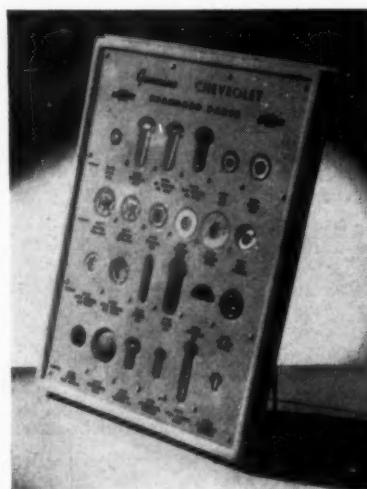
National and local advertisers and the outdoor industry contributed to these campaigns, 1,941,831 posters or painted bulletins. These produced estimated impressions of 130 billion. Some 1,740,000 smaller posters added 22 billion to the impression total. Outdoor plant facilities turned out \$16.4 million of war materials.

Today, outdoor and its advertisers have begun to prepare.

On 3,500 panels in 19 eastern states in October, one advertiser—American Oil Co., Baltimore—will present across a red, white and blue banner the words:

"Think! Act! Work! for America."

With it outdoor may be starting its biggest sales job.



FABRICATED from Vinylite plastic rigid sheet, this new type of counter display will hang from a wall or sit on a counter. Industrially, it may be used as a chart for wire or small precision tools of different sizes; at point-of-sale, the case can be designed to display a complete line of pens, pencils, manicure sets or cosmetics. Made by Plasti-Print, Inc., Royal Oak, Mich. Costs about \$2.00 wholesale, depending upon mold or die cost, quantity, etc.

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Agency: Patton, Hagerty and Sullivan, Inc.		Agency: Foote, Cone & Belding		Agency: Fred H. Ebersold, Inc.	
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Agency: George H. Hartman Company				Standard Outdoor Advertising	64A
Chicago Tribune	4th Cover			Agency: Walter Weir, Inc.	
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COMMENT

BEYOND KOREA

The "good old days" of 1945—through June 24, 1950—are gone just as we've learned that 1929 was no high-water mark in our economic life.

As it has in the past, the United States will come out of the current semi-war with vastly increased productive power and with substantially increased population. In World War II, the Government, through the Defense Plant Corp., put up \$10 billion worth of production facilities. Most of us thought these plants would be put into mothballs along with surplus battleships. It soon became evident that America, along with her vastly increased productive power, had simultaneously added enormously to her ability to consume. Most of these surplus plants were converted to civilian production and, in addition, American business has invested some \$80 billion more for its own account.

The stage is being set for another jump in our capacity to produce. First it will be war goods, and then, in time, these plants will be turning out peacetime widgets. When that time comes, will American selling be geared up to take on a selling job that undoubtedly will make the 1950 task seem relatively small?

America is a confident country. We may have momentary set-backs, but only a handful of our millions of people think we won't win in Korea, or elsewhere. Because we are a nation of confident people we can plan ahead to the day when American selling must be ready to move our enormous production into civilian consumption.

Future planning can—and should be—quite practical. Charles W. Smith, marketing consultant for McKinsey & Co., outlines, on page 46 of this issue, some of the most *urgent* steps to take now.

"The task," says Mr. Smith, "which confronts sales managers today may be compared with that faced by the leaders of our Armed Forces *after* V-J Day." The problem then, and is now, largely one of manpower.

"In general," continues Mr. Smith, "each sales manager will want to make sure that his company has a program mapped out to deal with each of the following problems:

- "1. Adjusting sales territories soundly as such adjustments become necessary.
- "2. Maintaining sound relations with all key outlets.
- "3. Maintaining an effective field sales staff.
- "4. Allocating production fairly and equitably.
- "5. Providing satisfactory product service to existing customers."

The present lull in normal competitive selling pressures can be a real boon. When normal peacetime selling conditions again return, sales managers should have had the time to work out answers to many of their long-term problems. Now is not the time to relax.

SALESWOMEN: WHY NOT?

If you've just finished reading "Chuck" Smith's article (See "Beyond Korea" on this page.) you may say his ideas are fine—and ask, "But where are we to get the manpower to carry them out in this semi-war situation?"

Could it be that sales management has a little blind spot?

Despite much early prejudice, women proved to be an invaluable asset to the factory labor force in World War II. Many learned highly skilled jobs in a short time. Industry would have no hesitancy now in tapping this force again.

Perhaps the coming war-induced manpower shortage will give women their first real opportunity in selling.

Two factors—tradition and prejudice—are retarding the more extended use of qualified women in selling jobs.

Is there proof that women can do a real selling job—under competitive conditions—on the commercial level? We think you'll find the article, "Women on the Sales Force: We Like 'Em!" (See page 74) is convincing.

The boss of these women, Robert L. Coe, Residential Sales Manager, Union Electric Company of Missouri, states his views plainly:

"There are real opportunities for women in sales work. War or no war, there will be certain negotiations and sales jobs that must be carried on to build business. Many a firm that now has an all-male sales force could advantageously employ some women to sell."

LIMIT THE LINE

Many of our base metals—copper-lead-zinc-tin—are not only hard to obtain these days but they command pretty good prices. Conservation is the order of the day. One company, The Yale & Towne Manufacturing Co., has announced its new policy in these words:

"The most important step by way of adjustment to the present crisis," declares Milo F. McCammon, general manager of the Stamford Division, "is our program to concentrate our production on items that are manufactured in volume quantities, in both stock and contract builders' hardware. This policy will have many effects:

"First, by reducing the variety of our items, we hope to be able to maintain our current level of output in a better relationship to demand in the months ahead.

"Second, by limiting our lines to those products in volume use, we shall be in a better position for the most effective immediate use of metals.

"Third, by concentrating our production more fully on volume items, we shall be able to employ our factory manpower and equipment more efficiently.

"Most important, we urge all our customers to do their part . . . in warding off inflation by buying only for current needs. . . . Let us not speculate with the future of America."

To Every Management Seeking Better Methods of Distribution



When freight goes up, your bill comes down!

Modernize your shipping methods —economize on distribution costs

BESIDES SAVING DAYS of shipping time, you can substantially reduce overall business costs when you ship by air. Overnight deliveries and lighter handling eliminate the need to buy and pay freight on excessive packing or refrigerants. Insurance rates are lower and, with perishables, spoilage losses practically cease.

However, more important from a retailing standpoint, is Airfreight's ability to replenish diminishing stocks in a matter of hours. This way, inventory requirements are much lower with resulting savings in

warehouse costs. Turnovers are quicker and less capital is tied up for long periods of time.

But aside from cutting distribution costs, Airfreight offers other advantages that benefit most every phase of your business. New market opportunities . . . added sales values . . . and greater dealer acceptance are other frequent advantages that more than balance the transportation charges.

That is why the choice of Airfreight must be a top-level decision. Let an American Airlines representative tell the story of Airfreight in terms of your business. You'll see why this modern method of transportation gives you the competitive edge in this competitive era.



FIRST AND FOREMOST— **AMERICAN AIRLINES**

**Designed to produce the stepped up volume you need
to maintain your profit position—**

The Chicago Tribune Consumer-Franchise Plan!



RARE exception today is the company which does not have to sell more just to break even. Just a small decline in sales may result in operating in the red.

Advertising today must be looked to more than ever to bring in the volume essential to profit. More importantly, to produce the required volume, advertising must be geared to more rigorous competition and to dovetail with the dominant trends of retailing.

From its observations of advertising and selling in the important Chicago market, the Chicago Tribune has devised a basic procedure which

can win greater sales and a stronger market position for your brand. Operating under it, you can turn to your advantage today's trend toward fewer brands per line and self service.

You can get larger store inventories, better shelf position, and a greater share of the day-to-day buying of consumers. You can build a consumer franchise effectively resistant to the sales drives of competitors.

Successful in Chicago, the plan can be used with profit in any market. It does not interfere with present successful methods. It reinforces them, winning the enthusiasm

of your sales staff and distributing organization.

Retailers are not interested in stocking and pushing a brand which their customers are not interested in buying. The Chicago Tribune plan meets this challenge squarely.

If you would like to find out more about how this plan can fit into your operations and strengthen your market position, a Tribune representative will welcome an opportunity to go over it with you. Ask him to call. Do it today.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Chicago Tribune representatives: A. W. Dreier, 1333 Tribune Tower, Chicago 11; E. P. Struhsacker, 220 E. 42nd St., New York City 17; W. E. Bates, Penobscot Bldg., Detroit 26; Fitzpatrick & Chamberlin, 155 Montgomery St., San Francisco 4; also, 1127 Wilshire Blvd., Los Angeles 17

OCT 9 1950